

California Fish and Wildlife Strategic Vision Project
Summary of Major Themes from Public Comments Received in Response to the
Draft Interim Strategic Vision
January 3, 2012

On November 22, 2011, the California Fish and Wildlife Strategic Vision (CFWSV) Project published its *Draft Interim Strategic Vision: Potential Recommendations for the California Department of Fish and Game and the California Fish and Game Commission*. After the publication of that document, public comment was received through the following four channels:

- submitted online through the CFWSV website, where a form was created for this purpose;
- emailed to CFWSV staff at strategicvision@resources.ca.gov;
- mailed in print copy to the CFWSV office; or
- hand-written and submitted at one of the four public meetings held between December 5 and December 8, 2011.

A total of 93 comment documents were received; this does not, however, indicate the number of persons who have commented as a small number of persons submitted multiple documents, and several documents were submitted by organizations representing varying numbers of stakeholders. The comments are available in full on the strategic vision website and here: <http://goo.gl/ujwVE>.

This document summarizes the public comments received. It is intended to support CFWSV Executive Committee, Blue Ribbon Citizen Commission (BRCC), and Stakeholder Advisory Group (SAG) deliberations at their January and February 2012 meetings.

In reviewing the comments, CFWSV staff has discerned a number of important themes. The criteria for identifying these themes were as follows: either (1) a theme recurred enough times to become salient simply by virtue of repetition, or (2) a theme was represented by at least one statement that was relevant to the core work of the CFWSV Project, was clear and specific, and was based on and responsive to the Draft Interim Vision document.

The themes in this summary have been organized into the following four main groups:

- 1) Core Values and Core Mission
- 2) Ecosystem Specifics
- 3) Efficiency and Fulfillment of Mission
- 4) Visioning Process

A Note on Acronyms and Editorial Marks

Staff has done minimal editing of the comments included as examples here. However, the acronyms used for the California Department of Fish and Game and the Fish and Game Commission have been changed to conform to:

California Department of Fish and Game	DFG
California Fish and Game Commission	F&GC

Most other editorial changes to comments are designated by [square brackets] for insertions, and ellipses (...) for deletions. In a few cases, spelling has been corrected without being called out. Quotations taken directly from comments are enclosed in double quotation marks.

Theme Group 1: Core Values and Core Mission

The most common themes in the comments related to the core values and mission of DFG and F&GC.

Theme: "Game" versus "Wildlife"

A large number of comments weighed in on the question of whether, or to what degree, DFG and F&GC should focus on issues other than those related to the consumptive use of wildlife. In particular, many of these comments were directed toward whether these entities should focus on "game" or on "wildlife". The matter was stated in a number of ways. For example, several comments mentioned the name of DFG, suggesting either that its keyword "game" should be changed to "wildlife", or, on the other hand, that it should not be changed, and that DFG's mandate should focus on wildlife used for consumptive purposes. Other comments focused on the mission statement rather than the name, but with a similar intent, and also in fairly large numbers.

Favoring Inclusion of a Non-consumptive Focus

In favor of a focus on non-consumptive issues, comments suggested that since certain work unrelated to consumptive uses has already fallen to DFG, the mission statement should acknowledge this and further entrench this focus. It was also suggested that the twin consumptive and non-consumptive focus of DFG should be balanced in line with the percentages of Californians who hunt and fish as opposed to those who don't. It should be noted that few if any comments clearly suggested that the consumptive focus of DFG should be eliminated entirely. Some examples of this theme are:

- a. "The core values need to recognize that a fundamental mandate is to support both non-consumptive and consumptive public uses."
- b. "...acknowledge the huge legislative requirements for DFG to perform environmental reviews (as trustee and responsible agency under CEQA), conduct and administer endangered species assessments and permitting, and lead natural community conservation planning for the state..."
- c. "We urge a Strategic Vision (SV) outcome to include changing the name of DFG to 'Department of Fish and Wildlife' or 'Natural Resources Stewardship Department'".
- d. "Why don't you re-state the mission to protect species from extinction and maintain healthy viable wildlife populations."

Opposing (or Favoring Limited) Non-consumptive Focus

Just as few commenters suggested that consumptive focus should be eliminated, few comments suggested that consumptive uses should be the exclusive focus of DFG. A large number of comments

did suggest, though, that the consumptive focus should be kept primary. In many cases such statements conveyed a fear that fishing and hunting were on the way to being eliminated in California, and the commenters felt strongly that DFG should have as a core mandate the work of keeping hunting and fishing viable. Some examples of comments favoring a consumptive focus are:

- a. "The advocacy and support of hunting and sport fishing should be a core value of the DFG."
- b. "I think the Department of Fish and Game should focus much less on environmental issues."
- c. "Please support and promote more hunting and fishing areas in California."
- d. "I find important that the strategic vision promotes sport hunting as a recreational opportunity, as well as a wildlife management tool in California."
- e. "Therefore, I recommend that these mission and visions statements, as well as the rest of the document, be revised to specifically include hunting and fishing in a way to ensure their retention in our state."

Theme: Specific Comments on Language in Mission and Vision Statements

A number of comments focused on language, especially on the importance of clear and specific language in statements of mission, vision, and core values. These comments suggested that the language of the mission statement should be concrete, and also that the mission statement should be brief enough to keep DFG employees mindful of their focus. Examples of comments along these lines are:

- a. "The missions of the DFG and F&GC as stated are not specific and too long to be of use to any person in the department from top to bottom. You need a concise mission that everyone can repeat in 15 seconds or less. This is why they come to work every day!"
- b. "The current mission statements are way too generic and could lead to anything... Again an example: 'a clear understanding of the desires of the public' could allow the desire for a complete reversal of past policies, precluding hunting and fishing."

Within this theme, there were a substantial number of comments expressing that there are differing views on the meanings of key terms, and stating positions on whether certain terms should even be used in vision and mission statements. In particular, terms related to *ecology* were mentioned frequently, and commenters differed as to whether humans should legitimately be regarded as part of ecosystems. It should be noted that the position that humans are not part of ecosystems was distinctly a minority statement. Examples of comments related this issue are:

- a. "...mission statements [should] make clear that the shared core mission of the two entities is to 'protect, restore and manage California's diverse fish, wildlife and plant resources and the habitats upon which they depend, for their ecological values and for their use and enjoyment by the public.'"
- b. "In the DFG mission statement the words 'ecological values' are vague and should be replaced by the phrase 'for their sustainability to the global natural ecosystem'."

Theme Group 2: Ecosystem Specifics

A number of comments suggested specific goals as to how ecosystems should be managed, though this group of themes really focused on a single issue: non-native flora and fauna.

Theme: Non-Native Species

Perhaps the most common single message in the comments was that DFG should take responsibility for containing or eliminating non-native and invasive species, though there were a smaller but still substantial number of comments directly opposing this view; there was a minor correlation between the latter position and support for consumptive uses. Most comments concerning non-native species, however, were largely independent any particular stand on other issues. Examples of comments related to non-native species are:

- a. "Invasive weeds are important to control. Large infestations can destroy the biodiversity of places we love and cost California hundreds of millions of dollars in control costs and lost productivity annually. [We] strongly encourage the DFG and Natural Resources Agency to... take a lead role in addressing invasive plants in California wildlands..."
- b. "The DFG needs to abide by the decisions of the F&GC, especially with regards to the importation of non-native frogs and turtles. This importation must stop immediately."
- c. "Provide incentives for landowners to tackle invasive species."
- d. "The preference for native plants is based on the fallacy that they provide preferred habitat for native animals, despite evidence to the contrary. Native birds are seen using non-native "weeds" for food, cover, and nesting areas; Himalayan blackberry, for instance, is a valuable habitat species for songbirds."

Theme Group 3: Efficiency and Fulfillment of Mission

Theme: DFG's Performance

A number of commenters noted, in varying ways, the past performance of DFG in fulfilling its existing mission. These comments may be divided into two classes: those that simply note the performance, and those that make specific suggestions for improved or enhanced performance in the future.

For comments just noting past performance, the matters that were commented on include:

- land use: some comments noted that too little land has been made available for hunting, or that fishing access is too restricted; or, on the other hand, that DFG has fallen short on its responsibility to preserve land and ecosystems.

- the performance of DFG staff, the primary focus being on enforcement personnel; although such comments are few, they cover a wide spectrum, from stating that personnel misuse their authority to stating that they are “very professional.”

Examples of comments noting past performance are:

- a. “DFG has acquired considerable land over the past several years but has not opened enough of it to public hunting to increase the ‘market base’ and help to increase revenue.”
- b. “... local enforcement officers carry guns, intimidate individuals and landowners and otherwise use their authority to carry out what often appears to be personal agendas and philosophies!”
- c. “In my interaction with DFG personnel I have found them to be very professional.”
- d. “The F&GC is to ‘ensure the long term sustainability’. I do not believe the commission is fulfilling this part of its mission. Habitat is rapidly being lost...”

Comments providing specific suggestions for future performance improvement mentioned a variety of issues and areas of effort, including:

- increased and improved use in information technology, especially to educate and inform the public;
- overlapping with the above, improved accounting systems to track costs and funding; and
- prioritizing needs and projects, and advocacy to ensure that high-priority needs receive continued funding and other resources.

Funding

A key sub-theme under DFG performance is the matter of funding. A number of comments dealt with how fees are set and how revenues from fees are spent. While, as noted in the section on vision and mission in this document, commenters favoring a strong focus on consumptive uses seldom suggest that this focus should be exclusive, they do suggest, in a number of cases, that fees for non-consumptive uses of public lands should be instituted or increased as a source of funding. Like the last comment above, several comments concerned funding and accounting for funds. A single example gives the flavor of these comments:

- a. “I think fees should be established/increased for non Hunting and Fishing stakeholders. They seem to have a large amount of influence for contributing little or nothing towards resources managed by fees collected from hunters and fisherman.”

Statewide Coordination

A recurring theme in the comments was that regulation is too complex, largely because it is not approached in a statewide manner aimed at consistency and simplicity. Most comments dealing with this theme suggest that hunting and fishing regulations are a patchwork. One commenter, for example, stated that it is challenging to fish when an activity may be legal in one place and illegal very nearby:

“...you can have different regulations on one river and step across a line in that river and be out of compliance.” A related but somewhat distinct theme was that there seems, at times, to be little coordination between Sacramento and the regions in terms of program priorities and staffing.

Personnel, Personnel Practices, and Staff Quality

Many comments focused on how to improve the personnel practices of DFG and F&GC. These ranged from the very high-level matter of how commissioners are appointed, to more commonplace matters such as training DFG employees, and included specific recommendations as to possible new staff functions. Suggestions include:

- The director of DFG should be appointed by F&GC without input from the governor or legislators, perhaps borrowing models of appointment procedures from other states.
- There should be more legal staff, providing for legal advocacy for DFG’s mission.
- Add a “new issues” responsibility within F&GC and/or DFG tasked with annually projecting strategic shifts based on changing needs foreseen on 10- and 20-year horizons.
- Ensure that staff and management have at least a minimal understanding of the role of agriculture in California.

Coordination and Interaction with Other Entities

Another common theme was that performance can be improved through coordination with other entities. Specifically, the following suggestions were made:

- Charge and require F&GC and DFG to work closely with the state legislature, actively advocating for their mission.
- Partner with non-governmental organizations (NGOs) as a means of mitigating funding constraints, including the fostering of educational programs carried out by NGOs (such as hunters’ and fishers’ organizations).
- Work with the state’s university systems so that they will teach skills needed for DFG personnel.
- Work with Indian Nations, “not only for education of treaty rights, but also cultural concerns that a warden or fish and game biologist might not understand.”
- Increase volunteer programs.

Theme Group 4: The Strategic Visioning Process

Theme: Strategic Versus Tactical

Several commenters believed that the content of the Draft Interim Strategic Vision focused too much at the level of individual actions to be taken, rather than at the more appropriate level focused on

bigger-picture principles and objectives. One commenter referred to this by recommending that the strategic vision focus less on “tactics” and more on “strategic” matters, which was seen to be the fundamental focus of the vision project:

“Focusing on the Strategic: The matters which the Project has undertaken to address are numerous and their interaction is complex. To optimize the potential for success from the Project, I encourage the members to step-back at this time to review the list of draft problem statements in Appendix B. The purpose of this review is specifically to consider whether matters are “strategic”, rising to the level of mission and challenges of the 21st century, or are “tactical”. Those matters which are tactical are likely good thoughts and important work, but should be removed from the report to the Governor and the Legislature and provided by the project to DFG and F&GC for their handling.”

Although few other commenters explicitly mentioned the distinction between strategic and tactical matters, a similar type of thinking may be represented by comments noting the complexity, abundance, and lack of specificity of the potential recommendations given in the report: Comments included:

- a. “As the strategic visioning process advances it will be necessary to narrow and prioritize this long list of potential actions into a more strategic set of achievable activities.”
- b. “We believe narrowing the brainstormed list down to achievable objectives is the difference between another bookshelf plan and success.”

Theme: Concerns about Outreach and Transparency

Some commenters suggested that, despite the efforts made to publicize the strategic vision project, there may be stakeholders who have not been made aware of it, and thus may not have had the opportunity to provide input. Suggestions along these lines ranged from the general, such as one that noted that quite a few biologists and sportspersons were unaware of the process, to specific suggestions such as that the CFWSV Project be given a more prominent place on the DFG website, or that the CFWSV Project provide longer notice of public meetings than the state-mandatory ten days.

Theme: Concerns about Stakeholder Representation

A large number of comments were focused on the composition and representation of the CFWSV Stakeholder Advisory Group. Some argued that not all appropriate stakeholders were represented, others stated that certain constituencies were not represented as they should be, and still others questioned the legitimacy of some stakeholder representatives.

There was, of course, no consensus as to which groups ought to be included or excluded, or for what reasons. Many comments suggested that groups with any anti-hunting bias should be excluded from consideration.

Many of these commenters were concerned that the representation by groups they regarded as illegitimate would lead to poor outcomes. It was also suggested, without naming any groups, that the effort to provide representation to all stakeholders has resulted in the CFWSV Stakeholder Advisory Group being too large and diverse to offer hope of arriving at consensus on a clear and concise strategic vision. On the other hand, others applauded the diversity of views represented in the CFWSV Project.

Other Comments

This summary is staff's effort to bring forward those themes that are salient due to their frequency in comments, or due to their relevance, specificity, and responsiveness to the draft interim strategic vision. It does not pretend to represent all the comments received. The entire body of public comments submitted in response to the draft interim strategic vision by mid-December 2011 are attached to this summary and have been provided to the members of the CFWSV Executive Committee, Blue Ribbon Citizen Commission, and Stakeholder Advisory Group for consideration during the next phase of the project.

California Fish and Wildlife Strategic Vision Project

Compilation of Online Public Comments Regarding the Draft Interim Strategic Vision

December 29, 2011

This document is a compilation of all public comments submitted in December 2011 via an online public comment form that asked a number of questions related to the November 2011 Draft Interim Strategic Vision: Potential Recommendations for the California Department of Fish and Game and the California Fish and Game Commission. Each comment begins with the submitter's name and city. The numbers before each paragraph indicate which in the series of 16 questions is being addressed by the submitter. The comments in this compilation are included as they were submitted.

Questions in the Online Comment Form (numbers referenced on the following pages)

1. If you have a comment about the Current Missions, please share that here
2. If you have a specific recommendation or suggested action regarding the Current Missions, please share that here
3. If you have a comment about the Current Visions, please share that here
4. If you have a specific recommendation or suggested action regarding the Current Visions, please share that here
5. If you have a comment about the Proposed Core Values, please share that here
6. If you have a specific recommendation or suggested action regarding the Proposed Core Values, please share that here
7. If you have a comment about the Potential Common Themes, please share that here
8. If you have a specific recommendation or suggested action regarding the Potential Common Themes, please share that here
9. If you have a comment about the Potential Goals and Objectives, please share that here
10. If you have a specific recommendation or suggested action regarding the Potential Goals and Objectives, please share that here
11. If you have general comments about the California Fish and Wildlife Strategic Vision Project, please share that here
12. If you have a specific recommendation about the California Fish and Wildlife Strategic Vision Project, please share that here
13. Please indicate by checking the appropriate box(es) if any of the proposed goals and objectives apply to your comments in questions 11 and 12 - Goal 1: Strong Relationships with Other Organizations and the Public
14. Please indicate by checking the appropriate box(es) if any of the proposed goals and objectives apply to your comments in questions 11 and 12 - Goal 2: Highly Valued Programs and Quality Services
15. Please indicate by checking the appropriate box(es) if any of the proposed goals and objectives apply to your comments in questions 11 and 12. - Goal 3: An Effective Organization
16. Please indicate by checking the appropriate box(es) if any of the proposed goals and objectives apply to your comments in questions 11 and 12 - Goal 4: An Efficient and Sustainable Purpose

Martin Melvin, Ventura

1. "Does the CDFG mission recognize the importance of Agriculture and more specifically does it include agriculture as a natural resource in its planning, management and regulatory efforts.
2. "Since Agriculture is recognized as a significant resource to California shouldn't efforts be made to make sure that Ag producers and landowners are included in the development of regulatory and management standards by both CDFG and CFGC?
3. What does it mean when the phrase "desire of the public" is used. How is the "public desire" determined? This is particularly troublesome as the public has competing desires and philosophies as they relate to the work of both CDFG and CFGC.
4. "There is a critical need for determining the ""public desire"" as it relates to the development, management and regulatory issues of both agencies.
Additionally there should be a commitment for statewide standards rather than the current locally driven determinations that are confusing, contradictory and inconsistent around the state. "
5. "Teamwork and Innovation would be a welcome relief from the current values where local enforcement officers carry guns, intimidate individuals and landowners and otherwise use their authority to carry out what often appears to be personal agendas and philosophies!
6. "While the majority of staff are excellent committed people too many are closed minded, unwilling to enter into dialog, and clearly committed to radical environmental philosophies that have no place in civilized society.
Perhaps required training and agreement to ""what it means to be a PUBLIC SERVANT"" before employment by the department and commission could bring civility and reason to what is clearly too often a difficult, extremely time consuming, and unreasonable process."
7. The adoption of the listed Common Themes would be excellent. Assuming that they would actually be embraced by all employees and management.
8. Making sure that terms like "best-available science"; "inspire public confidence" and "transparent decision-making" are clearly defined and actually committed to by ALL staff and management!!
9. "Clearly landowner and Ag producers need to be part of the processes. Additionally as a critical CA resource Agriculture needs to be seen by staff and management as an ally and not as so often is the case as an enemy.
California's longest sustained conservation and habitat programs were and are initiated by Ag producers, cattle ranchers, and other range land owners. In some cases managing ""working landscapes"" for over 200 years.
Open space advocates in California (including many CDFG employees) are often ignorant of the significant contribution Agriculture and range land managers make every day to conservation, habitat restoration, maintenance, and protection on California's ""working landscapes"" otherwise inappropriately called ""open space""."
10. "Reproduce the excellent collaborations between CDFG and Ag in certain areas of the state to make them statewide!
Make sure that staff and management have a least a minimal understanding the the role of Agriculture in California; its historical and economic importance, and are committed to ""working"" with one of California most important resources to find common ground and reasonable solutions to issues."
11. "This is a valuable process that will only prove itself so if it is real, honest, and factual.
Government often pretends to be open and transparent when in fact the government entity stating so has already per-determined the outcomes it wants. Sadly this is most often the case in California.

Hopefully DOC can make sure that CDFG and CFGC actually fulfill their stated desire to engage fully with the public in this process and actually include the public's comments and suggestions in their process!"

13. Increase stewardship awareness and participation by the public ("Build a citizenry that understands and supports California's fish, wildlife, and plant resources and their habitats", which includes communication, outreach and education), Proactively engage other organizations and stakeholders as partners and collaborators, Understand stakeholder challenges and expectations, Engage in timely and transparent decision-making
14. Engage in broadly-informed decision making (multiple sciences, public attitudes, traditional knowledge, etc.)
15. Encourage creative problem solving, Improve and maintain credibility (scientific, decision-making, fiscal, etc.)
16. Develop simple, clear and consistent governance and permitting practices and processes

James Oates, Paso Robles

1. The missions of the DFG and Commission as stated are not specific and too long to be of use to any person in the department from top to bottom. You need a concise mission that everyone can repeat in 15 seconds or less. This is why they come to work every day!
2. The mission of the DFG and the DFGC is to serve the public in the utilization and protection of the wildlife resources of the state of California.
3. The current vision of the DFG is short sighted and is reactive, bogged down in currently accepted theories ie. "ecosystem basis", and do not look into the long term management of and by the department. The DFGC's vision is ineffective and pretty much a statement of the status quo.
4. "The California DFG has been so effective at managing and enhancing the wildlife resource of the state of California that it is the model for all other agencies in the management of wildlife resources. The California DFG Commission is the premiere example of public interaction to create an effective wildlife management agency based on biological research and public comment."
5. "EXCELLENCE is a core value that is frequently suggested in SAP's. What does it really mean? Is it really a core value that you can manage? Sustain or monitor? Certainly on the State level it is unobtainable for many reasons that no one in the department or commission can control. Where is SERVICE in your core values? Do you not serve the citizens of the state and wildlife your preserve? No where in the core values do I see the public represented. You do serve them in addition to the wildlife resources.
Teamwork is an internal core value that all organization should share, but COLLABORATION is a core value for DFG and DFGC that should not be overlooked. Teamwork applies to a limited number of participants. Collaboration is what you really need to accomplish the mission and vision that I have suggested. Innovation will happen with or without the departments control. The core values should be within the control of the D/C. RESOURCEFUL describes an organization that will utilize all past and current resources to accomplish its mission and vision.
The core value of TRANSPERANT is more important today than it in the past because virtually everyone has access to everything that everyone does. Department representatives need to be aware that nothing they do is undiscoverable.
The core values that I have suggested are without the input and collaboration with the DFG and DFGC participants who probably spent many hours developing these core values.
Regardless I feel that the current core values need revision and I would be happy to meet to discuss the SAP. "

6. Core Values: (STEWARDSHIP), SERVICE, COLLABORATION, RESOURCEFUL, TRANSPARENT, and others that may be decided by consensus.
7. I like the use of "collaboration" in in #2 (Could that be a core value?) Oh, could item #4 "tansparency" be a core value also? There seems to be a lack of an uderlying thread in this document. Was it drafted by more than one individual or did they just go on a long lunch break?
8. This document needs to be pulled together. It is like a novel that never addresses the original question or situation.
9. Will comment if requested.
10. Will comment if requested
11. The actual meat of this matter is goals and objectives. I would be happy to appear an discuss any items with you.
12. I think I shared that previously in this document.

Larry Moore, Lake City

3. The promotion of partnerships with groups such as the American Humane Society (HSUS) does not appear to be in the best interests of the Calif citizens or the sportsmen of the State. It does however, lends credibility to the agendas of groups that have attached themselves to a State Agency .
4. Get rid of the American Humane Society and their agenda from the DFG. Stop taking money or goods from this group. Take a serious look at who is on the CALTIP board and clean up the special interest involvement.
5. Integrity: Omit the entire section. The association with groups such as the American Humane Society (HSUS) and acceptance of their money already demonstrates DFG is not serious concerning their integrity.
12. "Eliminate DFG association with the American Humane Society (HSUS).
13. Proactively engage other organizations and stakeholders as partners and collaborators

Bob Hammond, Mt. Shasta

9. "Recommend that SMART Goals be kept at the goal level & not used to define an objective. It is a misuse of SMART; suggest typing in SMART Goals on internet & seeing how defined in the industry and insure the use of in this document is consistent with that standard. An objective is just a specific task to implement/accomplish an agreed upon goal. "

Kerry Kriger, Santa Cruz

1. The mission statement as is does not have a mission, it only states what they do. This becomes clear when you realize that ecological values are often in complete contradiction with "use by the public" which can also be called exploitation. Why don't you re-state the mission to protect species from extinction and maintain healthy viable wildlife populations.
3. Sounds great, the current DFG definitely does not meet such expectations, hopefully that will change.
4. The DFG needs to abide by the decisions of the Fish & Game Commission, especially with regards to the importation of non-native frogs and turtles. This importation must stop immediately.
7. The DFG needs to adhere to the decisions of the FGC.

9. One goal should be to ensure a complete cessation of the importation of all non-native frogs and turtles for use as food by April 28, 2012.
11. Anything to improve the current DFG and FGC is a great start.
12. "I would like to serve on your proposed committee composed of members of the public. I am the Founder & Executive Director of SAVE THE FROGS! (www.savethefrogs.com).
Dr. Kerry Kriger
Save The Frogs - Founder, Executive Director, Ecologist
www.savethefrogs.com/kerry-kriger
Santa Cruz, CA 95060 USA
Save The Frogs is America's first and only public charity dedicated to amphibian conservation. Our mission is to protect amphibian populations and to promote a society that respects and appreciates nature and wildlife."
13. Increase stewardship awareness and participation by the public ("Build a citizenry that understands and supports California's fish, wildlife, and plant resources and their habitats", which includes communication, outreach and education)
14. Protect, enhance and restore wildlife resources (regulations, compliance, science, etc.)

Jim Conrad, Encinitas

6. The advocacy and support of hunting and sport fishing should be a core value of the DFG.
10. "Goal 1. 'Strong Relationships with Other Agencies, Organizations and the Public' should have an additional specific item as follows: 10. Provide feedback to the California University system to help them define skill sets that address the DFG's needs, such as a Game Management major.
Goal 3. 'An Effective Organization' has item 9. 'Embrace and support diversity in employees'. I assume that this implies ethnic diversity but the term isn't defined. I believe that it should also include geographic and cultural diversity and perhaps a host of other meaningful forms of diversity.
Goal 4. 'An Efficient Organization' contains item 3. 'Manage capacity/resources (prioritize mandates and efficiently allocate resources accordingly)'. This is a contradiction in terms, since all 'mandates' already have the highest priority or they wouldn't be mandates.
Also under Goal 4, I suggest adding a new item as follows: 6. Develop and make publically available on-line, project plans and schedules for all DFG programs and projects.
Finally, under Goal 4, item 5. 'Develop adequate, stable and sustainable funding' is the elephant in the room, since if that can't be achieved, everything else will fail. This is where the Legislature must be involved and a way must be found to pay for all mandated DFG functions. If the dollars aren't allocated, the mandate should be eliminated or moved elsewhere."

Dale Pierce, Placerville

1. These mission statements are not focused enough, and provide no guidance to test functions and projects to see if they support the mission or not
2. Rewrite mission statements to reflect the actual functions and duties of DFG; ie Regulatory, Enforcement, Scientific, Recreational
3. vague, little guidance

7. "#2 and # 4- There must be a true commitment by senior leadership that is more than just words- it must be reflected in actions.
8. Transparency should be considered a critical goal
9. I think I have read some of the content here in Dilbert cartoons
11. DFG should recognize that within the department there are specific missions with both overlap and tension. Enforcement (wardens) may be valuable making classroom visits, but that is not their core mission. Defining those core missions and mandates clearly is necessary to bring clarity and focus to the organization
12. "DFG has not had enough clarity about priorities and proces to be a good partner. The budget process sets priorities; transparency in the budget is critical to create credibility with partners and the public-especially the Preservation fund."
13. Proactively engage other organizations and stakeholders as partners and collaborators, Share data and information, Engage in timely and transparent decision-making, Exhibit fiscal transparency and accountability
14. Provide consistent and unified delivery of services and products, Practice adaptive management (monitoring, science, etc.), Engage in broadly-informed decision making (multiple sciences, public attitudes, traditional knowledge, etc.)
15. Align internal governance practices, processes and structures (permitting, planning, organizational structure, etc.), Encourage and support strong internal communications, Improve and maintain credibility (scientific, decision-making, fiscal, etc.)
16. Align external governance practices, processes and structures (permitting, planning, etc.), Develop simple, clear and consistent governance and permitting practices and processes, Manage capacity/resources (prioritize mandates and efficiently allocate resources accordingly), Maximize services while minimizing costs (improved technologies, volunteers, etc.)

John Livingstone, Redding

1. "Review of these mission statements indicates that there are key words that indicate to me the missions. For DFG is it the word ""manage"", for the Commision it is ""ensure"". The relationship between these two entities is not clear. I thought DFG was to impliment the rules and regulations of the Commission. If that is the case then the mission statements should be revised. The Commission is the ""ensure the long term sustainability"". I do not believe the commision is fulfilling this part of its mission. Habitat is rapidly being lost, animal populations are in decline, and greedy landowners are not complying with existing regulations. All elements of this Strategic Vision should reflect compliance with the mission statement. In the DFG mission statement the words ""ecological values"" are vague and should be replaced by the phrase ""for their sustainability to the global natural ecosystem""....."
2. The mission of the California Department of Fish and Game is to manage California's diverse fish, wildlife, and plant resources, and the habitats upon which they depend, for their ecological values and for their use and enjoyment by the public consistent with the policies, rules, and regulations of the DFG.
11. "Reaching consensus with so many people on the committees will result in a very vague, diluted, Stratgic Vision. This is based on many years of personal experience. No group that big can agree on anything. Next, lawsuits have occurred against the DFG because they have not upheld and enforced the laws and regulations of the State of California. These state entities should make private landowners comply with the regulations with respect to fisheries and habitat preservation in our creeks and rivers. Personal greed and

lack of effort for the common good is ruining our natural species and habitat. DFG and the Commission is supposed to prevent this from happening. Lawsuits cost everyone time and money and DFG should choose to enforce the laws strictly and on the side of the environment and then it is likely that lawsuits will decrease. "

14. Protect, enhance and restore wildlife resources (regulations, compliance, science, etc.), Help maintain sustainable ecosystems (IRM, partnerships, science, etc.), Practice adaptive management (monitoring, science, etc.)
15. Develop and align clear fish and wildlife statutes and regulations, Develop knowledgeable, capable and experienced employees (retention, skills improvement, leadership development, etc.)
16. Align external governance practices, processes and structures (permitting, planning, etc.), Develop simple, clear and consistent governance and permitting practices and processes, Manage capacity/resources (prioritize mandates and efficiently allocate resources accordingly)

Samuel Valdez, San Francisco

1. "Invasive plants are a top threat to the state's ecological communities. DFG and the Natural Resources Agency need to address invasive plants as an essential part of managing these resources. Funding for CDFA's invasive plant management programs (such as county-based Weed Management Areas) has been eliminated. CDFA focuses on agriculture. For invasive plants damaging the state's wildlands, the Natural Resources Agency must take the leadership role. DFG and the Natural Resources Agency should:
 - take the lead role in addressing invasive plants in California's wildlands.
 - dedicate significant funding to invasive plant management.
 - partner with WMAs, Cal-IPC and others on invasive plant management programs.
 - take an active role in leading the interagency Invasive Species Council of California and implementing the actions recommended in its Strategic Framework.
 - educate the public on the wildlife impacts of invasive species, and how citizens can help reduce the problem.Thank you very much!"

Sandra Baron, Santa Cruz County

7. "The first 3 subject areas of AB2376 pertain to:
 - 1)..."protect and manage the state's fish and wildlife for their ecological values and for the use and benefit of the people of the state"".
 - 2) ""Comprehensive biodiversity management including conservation planning and monitoring.""
 - 3) ""Sustainable ecosystem functions, including terrestrial, freshwater, and marine habitat"".There are many additional subject areas related to human use, both recreational and commercial, permitting, and so on. The order of these subject areas indicate that the intention of the law is to first and foremost acknowledge the stewardship functions of the CDFG. Yet the Common Themes section gives the human element the most emphasis. The one Common Theme that is about resource management states: ""an approach that recognizes the full array of interactions in a system, including humans, rather than single issues, species or services in isolation."" I want to point out that humans are not part of ecosystems, their effects are

represented by the species they import, or the way they affect hydrology for example. So, the theme should say there is a need to consider the effects of human activity, not to consider humans. This language sounds like a directive to consider human needs.

8. CDFG is consistently underfunded, so prioritizing goals is crucial. The main goal of protecting resources isn't even fully funded, as the agency is always understaffed.
13. Embrace and support diversity among stakeholders and the public
16. Embrace and support diversity in employees

Robert Britton, Red Bluff

11. YOUR Strategic Vision proposal is just another way to wrest more power and money from the people, and cram more legislation down our throats. You want to fund more idiot studies at taxpayer expense, rather than use a common sense approach to problem solving. Perfect example of more government waste and inefficiency.
12. Why don't you guys go get a private sector job, and just leave us alone? I don't think any of you guys could hold down any job where you had to rely on your own performance.

Bill Tippets, La Jolla

1. "DFG:
 1. Mission statement does not convey/acknowledge the huge legislative requirements for DFG to perform environmental reviews (as trustee and responsible agency under CEQA), conduct and administer endangered species assessments and permitting, and lead natural community conservation planning for the state - which are fundamentally different from its historical mission to assess and manage/permit take of sport and commercially important species. This is a critically important issue and it has caused/provoked most of the misunderstanding and conflicts between the hunting/fishing communities and ""environmentalists.""
This ""environmental"" component must be incorporated into the mission statement for DFG.
 2. The mission statement for DFG does not say anything about ""conserving"" trust resources (natural communities and species), which is a different from ""managing"" resources.
 3. DFG is not staffed to effectively assess/evaluate all of the state's natural resource (fish and wildlife) resources, and many of the newest analytical and technological methods are beyond DFG. There needs to be a stronger commitment between the CNRA/DFG and the state's university and college systems to share resources and support the analysis and evaluation process.
- F&G Commission
1. The mission of the Commission rests on the phrase ""long-term sustainability"" (of CAs fish and wildlife resources), which implies that its essential function is to regulate use of those resources so that fish and wildlife populations survive. This is not really accurate or sufficient, as the Commission also establishes policies that are much more expansive and ""ecological"" in scope - for instance policies regarding wetlands preservation (and restoration).
2. "1. See above, the DFG mission statement should/must incorporate the concept of ""environmental"" protection.
2. See above, the mission statement for DFG should be to ""conserve, manage and protect"" CAs diverse fish, wildlife and plant resources and natural communities for their ecological values and their use and enjoyment by people.

3. The F&GC's mission statement should be to establish policies and regulations to ensure the conservation and sustainability of CAs fish and wildlife resources. "
3. "DFG: the vision elements are good, but I'm not clear what the essence of the department's vision is. F&GC: the vision is just a restatement of the mission statement.
4. "DFG: the department's vision should emphasize an organization whose decisions and activities are grounded in objective, science-based information; whose actions effectively conserve CAs natural communities and fish and wildlife resources; whose funding matches its priority programs and activities; whose management and staff communicate fully and openly within and across divisions and regions; and that effectively partners and communicates with other public and private entities.
F&GC: the vision should be an entity that develops strategic policies and regulations for the effective conservation and management/use of CAs natural communities and its fish and wildlife resources.
7. "1. DFG's and perhaps the F&GC's biggest problem is not communications. It is the ability to prioritize needs, identify real/meaningful objectives/results (and performance measures); fund/staff the programs/projects to address them, and not stop/defund them so there is sufficient time/effort allow for programs to work. Conversely, both DFG and F&GC needs to periodically review their programs and projects to make sure their activities are effective and relevant.
2. Sometimes Ecosystem-based management should not be construed to mean that (certain) species-specific assessments and conservation/management decisions are not essential elements of effective natural communities (ecosystem)-based management. However, the relationships/significance of those species-specific assessments, decisions and activities must be considered in relationship to the larger community. The current explanation needs to be clarified.
8. "See comments/recommendations above:
DFG: (1) needs to the improve its ability to prioritize needs, identify real/meaningful objectives/results (and performance measures); fund/staff the programs/projects to address them, and not stop/defund them so there is sufficient time/effort allow for programs to work. Conversely, both DFG and F&GC needs to periodically review their programs and projects to make sure their activities are effective and relevant.
(2) must strike the proper balance between natural community-level interests/management and species-specific interests. Every project, many of which are by necessity species-specific, must be able to identify how it fits within the larger natural community/ecosystem (which means that some level of community-level conceptual model should be developed or adapted from others to define the work).
9. "These goals are similar to what I've identified in the previous comments (needs to the improve its ability to prioritize needs, identify real/meaningful objectives/results (and performance measures); fund/staff the programs/projects to address them, and not stop/defund them so there is sufficient time/effort allow for programs to work. Conversely, both DFG and F&GC needs to periodically review their programs and projects to make sure their activities are effective and relevant).
I agree with this Goals/Objectives - what I'd term as desired outcomes or depictions of what the department/commission would look and function like. Many of the ""objectives"" are not written as SMART objectives and really seem more appropriate as further definition of the subthemes that should be identified in the previous pages."
10. "The statements under Goals/Objectives are laudable, but many aren't written as SMART objectives, and to develop SMART objectives may necessitate rewording some/many of these desirable outcomes. For instance, how would one write SMART objectives for: ""Increase stewardship awareness and participation by the public (""Build a citizenry that understands and supports California's fish, wildlife, and plant resources and their habitats"", which includes communication, outreach and education).""? How does one define

stewardship awareness and what level of public participation is needed for various programs/projects and is DFG really able to commit to that level of program/project evaluation and scrutiny?

The same kind of comment can be made about many of the ideas expressed/listed on this page. This doesn't mean those ideas are not relevant or important, but this page and the rest of the "visioning" document shifts the process from the more abstract and general mission and visioning statements and themes to the concerns about pragmatic implementation issues - the latter takes much more time/information and space to address effectively. "

11. "This is a needed effort (too bad it takes a legislative bill to make it happen, but maybe it wouldn't have been funded otherwise).
The process so far appears to be open and transparent, although I know a lot of fairly informed biologists, sportspersons and non-DFG agency staffs who didn't know about this process - somehow it needs even more exposure. For instance, the DFG home page doesn't have an obvious link to this effort - that is really inadequate if not inexcusable."
12. "See above comments - why isn't there a hot/highly identifiable link on the DFG home page to the Strategic Vision Project?
I have heard from both "environmentalists" and hunting/fishing/commercial representatives that the most frustrating aspects about DFG are:
 1. the apparent disconnect between Sacramento and regions, particularly when it comes to program priorities/staffing;
 2. DFG has a hard time meeting/adhering to its goals and commitments;
 3. too few staff in the field or working on projects and / or insufficiently trained staff to effectively lead or sometimes even review work/documents prepared by others;
 4. turnover of staff is too rapid;
 5. inadequate participation with / support by DFG supervisors for staff;
 6. the department doesn't seem to be able to strategically determine and then implement a staffing approach that places and supports more specialist positions in the regions. Or, more effectively utilizes specialists in headquarters or regions to assist other parts of the department.
13. Increase stewardship awareness and participation by the public ("Build a citizenry that understands and supports California's fish, wildlife, and plant resources and their habitats", which includes communication, outreach and education), Proactively engage other organizations and stakeholders as partners and collaborators, Understand stakeholder challenges and expectations, Provide excellent customer service, Embrace and support diversity among stakeholders and the public, Share data and information, Engage in timely and transparent decision-making, Exhibit fiscal transparency and accountability
14. Protect, enhance and restore wildlife resources (regulations, compliance, science, etc.), Help maintain sustainable ecosystems (IRM, partnerships, science, etc.), Promote and support public outdoor recreation, hunting and fishing, Provide consistent and unified delivery of services and products, Practice adaptive management (monitoring, science, etc.), Pursue local, regional and statewide recognition of successes, Engage in broadly-informed decision making (multiple sciences, public attitudes, traditional knowledge, etc.)
15. Align internal governance practices, processes and structures (permitting, planning, organizational structure, etc.), Encourage and support strong internal communications, Develop and align clear fish and wildlife statutes and regulations, Define and support success (measurable outcomes, work plans, etc.), Encourage creative problem solving, Develop knowledgeable, capable and experienced employees (retention, skills improvement, leadership development, etc.), Improve and maintain credibility (scientific, decision-making, fiscal, etc.)

16. Align external governance practices, processes and structures (permitting, planning, etc.), Develop simple, clear and consistent governance and permitting practices and processes, Manage capacity/resources (prioritize mandates and efficiently allocate resources accordingly), Maximize services while minimizing costs (improved technologies, volunteers, etc.), Develop adequate, stable and sustainable funding, Delegate authority commensurate with responsibilities, Embrace and support diversity in employees

James Deitz, Chico

1. "The Humane Society, the largest anti-hunting organization in the country, should not be a shareholder in the Dept. of Fish and Game. Their agenda opposes the activities that the Dept. regulates. It would be a Trojan Horse. Do not allow their anti-hunting and fishing agenda to have any more influence.
Thank You,
Jim Deitz - Chico CA"
11. Because of their anti-hunting and fishing agenda, the Humane Society should not be a stakeholder in the Dept. of Fish and Game.
13. Proactively engage other organizations and stakeholders as partners and collaborators, Embrace

Robert Smith, San Diego

5. The core values need to recognize that a fundamental mandate is to support both non-consumptive and consumptive public uses.
6. "Add the following sentence to the end of the Stewardship Core Value (or create a new Core Value):
"DFG/F&GC manage these resources to maintain habitat, protect threatened, endangered and listed species, and maintain sustainable populations of game species to support both consumptive and non-consumptive use of resources by the public."
7. I don't know if this fits the SAG's definition of "Common Theme", but an over-arching consideration in all of this is how to accomplish DFG's mission, vision and goals in view of the near-term (and likely far-term) fiscal realities. There needs to be a "vision" of how you expect DFG to do more with fewer resources. Partnerships and collaborations are a promising approach, but the emphasis should be on leveraging DFG's resources to get more "bang for the buck". For example, if DFG spends 100 staff-hours to establish a DFG/NGO partnership which produces 1000 volunteer-hours, or to define a thesis topic that allows a graduate student to perform research for 1/10 the cost of a DFG employee, a valuable leveraging would be achieved.
8. Modify the language to encourage DFG/FGC to pursue initiatives that leverage their limited resources.
9. "Goal 1.2: Proactively engage other agencies, organizations and stakeholders as partners and collaborators. The goal itself is fine, but there needs to be more emphasis on partnering with non-Government organizations. This is a potential source of resources that can mitigate DFG's funding problems (see above). Later in your document, there is much discussion of coordinating with other Government organizations, supporting scientific research via the University system, etc., but working with NGO's is often relegated to the "other" category. There is some reluctance within DFG to partner with NGO's (but not always, I can provide a great example of working together with DFG); the value of encouraging these DFG/NGO partnerships must be part of their vision for the future.
10. "Goal 2.2: Promote and support public outdoor recreation, hunting and fishing.

This is a fundamental mission of DFG, and is mandated by statute (I can provide the reference if you wish). This should not be buried in a list of 30 goals, it should be clearly stated as a mission or core value. I recommend listing it as a core value based on this statement in your document: "these core values should define the organizational culture of the department and commission". The employees of DFG must understand that hunting and fishing are part of DFG's culture, and are mandated by statute.

11. "These comments are submitted on behalf of the San Diego County Wildlife Federation, and reflect comments made at San Diego Public Review meeting. If you have any questions or would like further information, feel free to contact me.

Respectfully submitted,

Robert R. Smith

President, San Diego County Wildlife Federation

13. Proactively engage other organizations and stakeholders as partners and collaborators
14. Promote and support public outdoor recreation, hunting and fishing
16. Maximize services while minimizing costs (improved technologies, volunteers, etc.)

George Prater, San Diego

2. Pertaining to the portion of the CDFG mission "... and for their use and enjoyment by the public", there needs to be a statement in the mission that commits the CDFG and CFGC to preserving and increasing the amount of public land available for hunting. There is a lot of emphasis on fish and wildlife resource management but no emphasis on recreation (hunting).
3. "The last bullet mentions ""creates and promotes partnerships; coalitions of agencies, groups or individuals...""
I am concerned that anti-hunting organizations will attempt to form such partnerships and influence policies against hunting. What protections do hunters have so that pro-hunting and wildlife management organizations will have a voice in influencing policy?"
4. At a minimum, revise the last sentence to read "...meet the needs and management of wildlife resources and enhance outdoor recreation, hunting, and fishing"
5. There is no mention relating to protection and enhancement of outdoor recreation, hunting, and fishing in the Core Values.
6. In the Core Value of Stewardship, add a statement "protection and enhancement of outdoor recreation, hunting, and fishing".
7. A common theme should be the protection and enhancement of outdoor recreation, hunting, and fishing.
9. Each goal should have some mention of protection and enhancement of outdoor recreation, hunting, and fishing. Currently only Goal 2 has such a statement.
10. Intertwine the theme "Promote and support public outdoor recreation, hunting and fishing" into goals 1,3 & 4.
13. Proactively engage other organizations and stakeholders as partners and collaborators
14. Promote and support public outdoor recreation, hunting and fishing

Erik Swarbrick, Mission Viejo

1. Both mission statements are laudable. Management based on science is best.

2. Politics has no place in management of PUBLIC resources.
3. Sounds good on the surface. Open and honest would be nice but has not been exclusive, as it should be. "bases its resource management decisions on sound biological information and a clear understanding of the desires of the public" This is as it should be but it certainly has not.
4. Get the junk science out.
5. Excellent. In my interaction with DFG personnel I have found them to be very professional.
7. Lip service
8. While enforcement does a fine job in dealing with the public administration needs to streamline the confusing and complicated regulations
11. Your job is a complex one. If you alienate sportsmen you limit our ability to manage the resource well. It seems to me that a lot of special interests are pushing confiscation. I prefer conservation and as a sportsman it is in my best interest. They are well funded to say the least but they use junk science. As an example I'll use the lead bullet and the condor lie. The lead scare was just that, a completely unscientific accusation. Together and armed with FACTS we can manage the resource for the benefit of all sportsmen, public and wildlife. Stop the confiscationists.
13. Increase stewardship awareness and participation by the public ("Build a citizenry that understands and supports California's fish, wildlife, and plant resources and their habitats", which includes communication, outreach and education), Engage in timely and transparent decision-making
14. Promote and support public outdoor recreation, hunting and fishing, Practice adaptive management (monitoring, science, etc.)
15. Develop and align clear fish and wildlife statutes and regulations, Improve and maintain credibility (scientific, decision-making, fiscal, etc.)
16. Develop simple, clear and consistent governance and permitting practices and processes, Maximize services while minimizing costs (improved technologies, volunteers, etc.)

Chris Cholette, San Francisco

1. I think the Department of Fish and Game should focus much less on environmental issues. Environmental issues should be split out from F&G's responsibilities.
11. I think fees should be established/increased for non Hunting and Fishing stakeholders. They seem to have a large amount of influence for contributing little or nothing towards resources managed by fees collected from hunters and fisherman.
12. I think there needs to be more of a focus on keeping land open for hunting and fishing. Currently these areas are only open to hunters when virtually everything else is allowed. Fees are collected specifically from hunters and fishermen that support a broad range of habitat programs, other users are not require to contribute monetarily.
14. Promote and support public outdoor recreation, hunting and fishing

Tom Magee, Madera

1. The mission sounds good. "To manage Fish & Wildlife for enjoyment by the public. "Public Lands" should not be off limits to the public. The "public" owns the public lands. (Not the government). When I read in your

drafts phrases like "Climate Change Adaptation" & "Sustainable Ecosystem Functions", It makes me very leery of the true motivation & goals. It sounds allot like the implementation of Agenda 21.

2. Let the department of Fish & Game manage our wildlife with sensible limits & quotas to keep the fish & game populations healthy like they have successfully done for years & keep the politicians and the EPA out of it.
9. "The second point of goal 2: To Promote & Support Outdoor Recreation, Hunting & Fishing should be the main Goal & Objective.
I don't trust the rest. It sounds like a lawyer wrote it to be sneaky.
Just sounds like a bunch of fancy B.S."
11. "I don't mean to be disrespectful. I'm just an ordinary law abiding, tax paying citizen who's worried about the future of the country and the state that I love. I want my grandchildren to be able to enjoy the thrill of hunting and fishing and the majesty of the great outdoors. I see the way the trends are going and I see our freedoms being taken away one by one. What ever happened to the ""land of the free & the home of the brave""? Looks like it's turning in to the ""land of restrictions & regulations & the home of the slave"" !
Thank you, Tom Magee"
14. Promote and support public outdoor recreation, hunting and fishing

Robert Shepard, Castaic

1. "1. Why are these recommendations for the Department of Fish and Game and CFGC referred to as California Fish and ""Wildlife"" Strategic Vision? Who made the decision to make this change? I believe that the term ""Game"" more accurately describes what this Department does and was set up to do.
2. On pg. 11, Section 1.3, the ""Mandate of AB 2376"" , it mentions that AB 2376 ""address"" the listed areas, including #8-C: ""the restoration of the state's native fish species"". ""Addressing"" is different than implementing a plan without looking at budgetary restrictions and having public discussion. There are situations where the restoration of ""native species"" would involve the eradication of existing fish (non-""native"" planted trout for example), which would not only be a very costly endeavor, it would also lead to a SIGNIFICANT decrease in revenue generated by the sportsmen & women that the DFG purports to support. In ""addressing"" these subject areas, these cost factors must be considered when making a decision as to future goals.
2. Regarding addressing #13 (Page 13): To decrease dependency on the General Fund and ID stable funding options, I strongly support legislation that would KEEP ALL REVENUES generated from state fish & wildlife stamps, licenses paid by sports men & women to be used towards the development & maintenance of habitat for CA wildlife that is utilized and harvested by sportsmen & women. It should stay in the DFG system and not be allowed to be siphoned out to other non-DFG related costs.
3. "For the CDFG Vision:
Under the last bullet, the DFG Vision should/must include the following:
""creates and promotes partnerships WITH SPORTS MEN & WOMEN (WHO PAY FOR, HARVEST AND UTILIZE CA FISH & GAME RESOURCES), coalitions of agencies, groups or individuals.....etc.
4. The Sportsmen & Sportswomen who pay for licenses, tags, stamps, day use passes, fees (as well as sporting goods, rentals, etc.!), must be included in the Vision as partners in the sustaining, harvest and conservation of CA wildlife. Without this valued partnership, there would be no DFG.
5. Include "sportsmen & women" under STEWARDSHIP, immediately after "the well-being of" and before AND "all California citizens".

6. Include "sportsmen & women" under STEWARDSHIP, immediately after "the well-being of" and before AND "all California citizens".
9. Under Goal #1: second bullet: "Stakeholders" should be placed BEFORE "other organizations" to emphasize their order of importance
10. Under Goal #1: second bullet: "Stakeholders" should be placed BEFORE "other organizations" to emphasize their order of importance
11. Under Goal #1: second bullet: "Stakeholders" should be placed BEFORE "other organizations" to emphasize their order of importance
12. Under Goal #1: second bullet: "Stakeholders" should be placed BEFORE "other organizations" to emphasize their order of importance
13. Proactively engage other organizations and stakeholders as partners and collaborators

Mary McAllister, Oakland

1. The mission statement sounds fine. It's what it means in practice, which is sometimes controversial. In particular, I believe that Fish & Game has allied itself with the native plant movement, to the detriment of the animals that live in California NOW, as opposed to several hundred years ago.
2. "I suggest that Fish & Game re-examine its policy regarding the extermination of non-native species of animals, such as the red fox and the red-eared slider turtle. Claims that these animals are doing any harm are usually bogus.
The opposite side of the same coin is that Fish & Game should quit introducing new species from outside California, such as the turkey from Texas (according to Bay Nature). These introductions often result in later extermination efforts when the populations grow.
In other words, California would benefit from LESS ""management"" from Fish & Game, not MORE."
3. The vision statement sounds good. If Fish & Game "anticipates the future," it will quit promoting the extermination of non-native plants which are better adapted to changed and changing conditions than the historical landscape, suited to different conditions. If wildlife resources are managed on an "ecosystem basis" Fish & Game will appreciate the ecological function that non-native plants are performing. And if "resource management decisions are based on sound biological information," Fish & Game will abandon the fiction that native animals are dependent upon native plants and adopt an approach based on the reality of adaptation and evolution.
4. "(1) Quit promoting the eradication of non-native plants and animals
(2) Oppose the use of pesticides in the eradication of non-native plants
(3) Base evaluations of ecosystems on evolutionary principles
(4) Promote ecosystems that are adapted to current climate, air, and soil conditions, as well as predicted future conditions."
5. The proposed core values sound good. How could anyone argue w/ them?
6. "When interacting w/ the public, please keep in mind that non-profit organizations are more powerful than individuals. Govt agencies tend to be more responsive to non-profit organizations. These advantages are sometimes unjustified because although the organizations may have large ""memberships,"" the members have little knowledge of or influence on the policies of those organizations. Therefore, a handful of active members sometimes have more influence on public policy than their numbers would justify.

The Sierra Club and the Audubon are examples of non-profit organizations that are constantly pressuring Fish & Game to pursue their nativist agenda. However, the vast majority of the members of those organizations have no idea what is being done on their behalf.

In other words, pay at least as much attention to individual members of the public as non-profit organizations which claim to represent large numbers of people. "

7. Sounds good. #3 has a particular appeal. I hope it means that Fish & Game will have a new appreciation of the plants and animals that EXIST NOW, as opposed to the distant past. I hope it means that Fish & Game will acknowledge and value the non-native plants and trees that are providing valuable habitat to the animals that live here NOW.
9. Sounds fine. Please be mindful of the competing interests of stakeholders, Be fair in representing ALL interests equally.
10. Goal #1 is of concern. At the moment, the native plant movement seems to have a death grip on Fish & Game. All the organizations which represent that viewpoint (e.g., Sierra Club, Audubon, CNPS, Cal-IPC, etc) must be BALANCED against other interests. When they are out of balance, Fish & Game becomes a destroyer of habitat, not a protector of habitat. Fish & Game must be conscious of the damage being done to our ecosystems by herbicides, prescribed burns, extermination of animals, etc. The tools of the native plant movement are NOT benefiting our ecosystem. Fish & Game has a responsibility to protect, not destroy our ecosystems.
11. The primary reason why I am submitting a comment on a document that looks entirely innocuous is that native plant advocates are drumming up comments, so I am offering this antidote to their viewpoint.
12. I was delighted to learn from the email from Cal-IPC recruiting comments on this document, that Fish & Game is no longer funding their destructive activities. I hope they will NOT be funded in the future. Their list of nearly 200 non-native plants and trees deemed "invasive" is ridiculous. Few of those species are truly "invasive." They are only on that list because they are non-native. Categorizing plants as "invasive" is merely a tool to apply for funding to eradicate them. The environment is being needlessly damaged by these projects which depend upon toxic pesticides. And it is futile to think that plants that have been established in our ecosystem for hundreds of years can be exterminated. It is a waste of money, but more importantly it is doing more harm than good.
13. Understand stakeholder challenges and expectations, Embrace and support diversity among stakeholders and the public
14. Help maintain sustainable ecosystems (IRM, partnerships, science, etc.), Promote and support public outdoor recreation, hunting and fishing, Engage in broadly-informed decision making (multiple sciences, public attitudes, traditional knowledge, etc.)
15. Improve and maintain credibility (scientific, decision-making, fiscal, etc.)
16. Manage capacity/resources (prioritize mandates and efficiently allocate resources accordingly)

Frank Galusha, Shingletown

1. This sounds great but I can see the department and the commission are more and more beholden to special interest groups to accomplish its mission.
2. The CA DFG is top heavy with scientists and should be downsized significantly just as all other government agencies. Your mission should be to protect our fish and game from poachers, predators and lawbreakers and for that your powers should be increased. The legislature should protect you from all the frivolous

lawsuits so you can go about this primary mission without being engaged as litigators, alms-takers, lackeys to environmental extremists or water cops to name a few.

3. This is all gobbledegook. If taken to its logical conclusion, it will lead to more of the hair that has already emasculated the department and made California's management of its fish and game a joke.
4. Go back to your beginnings and at look at your original purposes and funding sources. Get back to the basics of establishing regulations that are easy to understand and are enforceable. Stop catering to the Humane Society and other extremist groups. Don't partner with any group that has as its goal the destruction of our fishing, hunting, outdoor-access rights and our private property rights. Take a stance for a change against the ESA and most other environmental laws, nearly all of which are deeply flawed and should be revisited, revised and/or repealed.
5. What we have in the DFG and the Commission today is a failure to honor the core values of our country's constitution, our Bill of Rights and our traditions that made America a truly great nation.
6. Your stewardship has been redirected by environmental groups that are anti-hunting. How can have integrity if you cavort with organizations that would deprive of our rights to fish, such as the unholy alliance between the commission, the MLPA and several moneyed foundations that are paying the bill and getting what they want, not what the public wants. Excellence cannot be achieved if you make law based on flawed science. Teamwork? You need to team up against all those who would destroy our fishing and hunting traditions. Anglers and hunters are the best conservationists of all, and you know it. We don't need innovation. We need commonsense, a promise that you will never participate in usurping our constitutional rights to property, including water rights, without just compensation and without trespassing on private property or use of the color of arms to frighten the people.
7. Let's be honest, here. AB2376 was thrust upon us by a legislature and a governor that should be booted out of office for their anti-American positions. Your common themes have been in place for decades and they have not been good for the folks who buy fishing and hunting licenses. Your are stuck on stupid and none of the above makes any sense until you step back and begin the job of protecting our resources with the needs of human beings uppermost in your minds, too, instead of the well-being of species that will and should go extinct and/or come into our consciousness for the first time -- new species are being discovered everyday...old ones are being retired. That's the way it is with nature and you, at the behest of organizations that are preying on a gullible public, are trying to reverse that as if you had the power of our Creator.
8. "Don't start looking for any more funding options. If you don't have the money, don't do it. Your integrity has already been severely tainted. ""Eco-system-based management?"" You mean you haven't been doing that all along? That's not what you've been telling the public by our actions. My god, where has this idea been? You would be trusted and revered today if you didn't have to say ""including humans"" in this set of themes.
9. "Goal 1: Absolutely NOT with ""other organizations.""
Goal 2: Protect and Serve is enough
Goal 3: You mean you don't have an ""Effective Organization"" by now?
Goal 4: ""Maintaining ourselves in perpetuity?"" That sounds like you're pensions and benefits to me.
""Stable and sustainable funding?"" That's the problem: You are inviting more of the hair of the dog that bit you. "
10. This is being railroaded and fast-tracked. Why the urgency?
11. I have to eat dinner. I've said all I'm going to say.
13. Proactively engage other organizations and stakeholders as partners and collaborators, Embrace and support diversity among stakeholders and the public, Exhibit fiscal transparency and accountability

14. Practice adaptive management (monitoring, science, etc.)
15. Improve and maintain credibility (scientific, decision-making, fiscal, etc.)
16. Develop adequate, stable and sustainable funding

Natasha Hunt, Coalinga

1. I think the current missions are fine as they are, and do not need to be changed. They are clear simple and straight forward.
2. I would like to see the commission and the dept be able to stick to these missions and not be distracted and have to waste time with so many added responsibilities.
3. Again I think both of these vision statement are fine as they are and do not need to be changed
4. And again I wish the commission and the dept were able to focus on carrying out these visions, and not be weighed down by so many political, environmental special interest and bureaucratic burdens
5. Is this necessary in addition to mission and vision statement and job descriptions
7. "# 3 sounds like it has good intent, as it will be important to work with reality instead of idealistic misinformation
""Best available science"" who is going to define what that is?"
9. "Develop and align clear fish and wildlife statutes and regulations
Permitting needs to be improved. F&G is viewed negatively because of the overly restrictive permitting."
10. On the subject of permitting. A lot of it is now so burdensome that many private landowners simply do not do improvement projects that they would like to do and would help wildlife etc... simply because they would need F&G permitting. If biologist and enforcement folks involved in these projects could be more practical it would help
11. I read the whole document and made notes with questions which I will email seperatly as I think some of them may be helpful, and I am hoping that if possible some of my questions can be answered

Sharon Waranius, Redding

1. This is just nonsense...all this whoopla to even leave a comment...cofussion, the work of the devil...some smells here and its not the fish!
3. Again, more bureaucratic blah, blah, blah....confuse the masses, try to fix what isn't broken just to appease the squeaky wheel that works just fine
5. "The core values should stem from our individual freedoms and rights, the ones we have paid for through wars and money.
This is all just another way to tighten the noose around the neck of American citizens and their way of life."
7. Transparency? Hidden meanings and agendas behind the broad rambling words of appeasement that are as empty as our bank accounts.
9. maximize services while mainimizing costs, sustainable funding...embrace and support diversity in employess...what junk.
10. Scrap the whole thing and go fishing guys!

11. Enforce the existing laws and stop confussing the future with more regulations that will not be inforced except when it comes time to collect fees and forcefully claim the lands from the arms of those who have worked to preseve it.

J Stacey Sullivan, San Francisco

6. We recommend specifically referring to collaboration under Innovation as well as Teamwork
7. We are strongly supportive of Common Themes 2 and 3.
9. We strongly support the objectives articulated in Goals 1 and 4.
10. We encourage you to incorporate the objectives of Goal 1 into your methodology for achieving the objectives of Goal 2.
11. We strongly support the incorporation of collaboration with other agencies, organizations, and private landowners into the core goals and values of DFG/F&GC, and also encourage you to aggressively pursue programmatic permitting to allow the innovative and collaborative projects you claim to support to take shape on the ground.
12. "As one of the organizations referred to specifically as a ""potential example,"" we offer you our assistance in addressing the issues referred to on page 36-37 of the draft document. Approximately 50% of California's land is privately owned. You will not be able to achieve your restoration and protection goals without partnerships with private landowners. Current permitting requirements dissuade these landowners from engaging in stewardship practices. We would like to see this understanding of the key role private lands will play in achieving the state's environmental goals, and the need to make it as easy as possible for landowners to do so, take a prominent place in the Vision.
We also believe that the Vision should more explicitly stress the important role that the development of ""ecosystem services"" policies and incentives can play in achieving the state's goals. Such incentives, combined with programmatic permitting, will lead to a far higher degree of participation by landowners in restoration and protection."
13. Proactively engage other organizations and stakeholders as partners and collaborators, Understand stakeholder challenges and expectations, Provide excellent customer service, Engage in timely and transparent decision-making
14. Protect, enhance and restore wildlife resources (regulations, compliance, science, etc.), Help maintain sustainable ecosystems (IRM, partnerships, science, etc.), Engage in broadly-informed decision making (multiple sciences, public attitudes, traditional knowledge, etc.)
15. Align internal governance practices, processes and structures (permitting, planning, organizational structure, etc.), Encourage creative problem solving
16. Align external governance practices, processes and structures (permitting, planning, etc.), Develop simple, clear and consistent governance and permitting practices and processes, Maximize services while minimizing costs (improved technologies, volunteers, etc.), Develop adequate, stable and sustainable funding

Louie Zimm, San Diego

1. The mission of the Department should be manage California's Fish and Game resources, not to manage every living thing, eco-system and habitat in California.
2. "Pare down the mission of the Department to one where success is attainable, and supportable in the current funding environment."

3. "The Department seeks to serve the folks that financially support the department, i.e. the resource users of California. This means commercial and recreational fishers as well as hunters. The department should not be involved in tasks such as oil pollution control and marine protected area generation.
The Department should base its decisions based on sound biological information from qualified members of its scientific research department as well as from partner universities and federal agencies.
4. "Simplify the vision to reflect the needs of ""nuts and bolts"" fish and wildlife management.
Aiming to have ""a clear understanding of the desires of the public"" is a very nebulous and unattainable goal with the large and diverse population of this great state.
Clearly define what is meant by ""ecosystem basis"", not just using it as an excuse to broaden an already demanding mission."
5. "Intrinsic" value of resources is impossible to quantify. "Essential to the well-being of all of California's citizens" is also very difficult to prove and leads to over-tasking the department.
6. "Strike ""intrinsic"" and replace with ""great"" value.
Strike ""are essential"" and substitute ""contribute to"" the well-being of all California's citizens."
7. 3. "ecosystem-based management" needs to be defined. It should not be just an open door to expand the Department's mission beyond its capabilities.
8. clearly define and limit parameters of "ecosystem-based management"
9. "The Goals and Objectives need to pay particular attention to SMART and not be a. nebulous b. un-measurable c. unattainable d. unrealistic e. not-timebound as is much of the above goals and objectives appear to be.
10. "In Goal 2, ""Promote and support public outdoor recreation, hunting and fishing."" should be at the top of the list and high-lighted, for without the support of this constituency, the Department finances and core support will be missing.
Another objective under Goal 2 should be to assist, encourage and advise resource extractive industries such as commercial fishing to maintain sustainable resource use and maintain this important funding base for the department.
11. "I greatly appreciate the effort that has gone into this ambitious undertaking.
Please remember the historical core values of the Department and the Commission. Attempting to be a Department that hopes to control all of California's ecosystem invites hubris and failure.
12. "Please place great weight and consideration of the recommendations of the resource users of this state. It is these stakeholders, such as commercial fishers, recreational fishers and hunters who have historically supported the Department and who are on the front line of those who would conserve and protect the fish and wildlife of this great state.
Please strengthen, encourage and finance the scientific research arm of the Department while continuing cross-communication with other scientific agencies. "
13. Proactively engage other organizations and stakeholders as partners and collaborators, Understand stakeholder challenges and expectations, Share data and information, Exhibit fiscal transparency and accountability
14. Protect, enhance and restore wildlife resources (regulations, compliance, science, etc.), Promote and support public outdoor recreation, hunting and fishing, Practice adaptive management (monitoring, science, etc.), Engage in broadly-informed decision making (multiple sciences, public attitudes, traditional knowledge, etc.)
15. Encourage and support strong internal communications, Develop and align clear fish and wildlife statutes and regulations, Develop knowledgeable, capable and experienced employees (retention, skills

improvement, leadership development, etc.), Improve and maintain credibility (scientific, decision-making, fiscal, etc.)

16. Develop adequate, stable and sustainable funding

David Pekin, San Diego

1. Fishing access is limited enough already. We need NO new regulations to limit the sport fisherman's access.
5. core values should promote the sport fisherman's benefit.
7. Potential common themes should promote the sport fisherman's benefit.
9. The bureaucratic agenda of the DFG is disgusting. It is clear that the only agenda is to expand their hold.

James Hill, San Diego

1. Given that fishermen and hunters are the ones who pay license fees that fund the DFG, it is essential that the term "and interest groups" be more narrowly defined to make it clear that the DFG is first and foremost responsive to interest groups comprising fishers and hunters. I have grown increasingly concerned about the shift in focus of the DFG from protecting and preserving wildlife and habitat at the cost of hunters and fishers, instead of for the benefit of hunters and fishers.
2. See statement above.
3. The DFG should be more proactive in education programs among young people, and putting maximum effort on programs that encourage participation in fishing and hunting by young people and future generations. Otherwise, the purpose of the DFG will be historic and not prospective and visionary.
4. See above.
5. Teamwork and collaboration are the key terms here. The DFG needs to recognize that its core constituency are hunters and fishers, and that it should not adopt policies and programs that are antithetical to the preservation and expansion of hunting and fishing opportunities. As noted above in prior responses, the "interests" that the DFG serves are those who fund the DFG through hunting and fishing licenses.
6. See comment above.
7. The DFG and the F&GC need to avoid collaboration and partnerships with organizations that are antithetical to the fundamental goal and policies of the DFG to foster hunting and fishing opportunities and to preserve key habitat for hunting and fishing. Again, the "interests" the DFG and the F&GC should be serving are those that provide DFG's funding through license fees and other related fees paid by this core constituency.
8. See comment above.
9. All of the foregoing objectives sound great--but only if applied consistently with the DFG and F&GC recognizing that its core constituency is hunters and fishers. To the extent programs and processes are adopted with the "general public," those programs and processes need to be aimed at increasing the numbers of citizens engaged in hunting and fishing, and not cutting off or further limiting access to hunting and fishing opportunities.
10. see comment above.
12. The DFG and F&GC should be extremely cautious about engaging other organizations and undefined "stakeholders" as "partners and collaborators" particularly given recent actions by the DFG to collaborate with organizations and persons who are anti-hunting and anti-fishing. Such collaboration and partnership should not only be discouraged, it should be disallowed by clear policies and regulations. The purpose of

the DFG and the CF&G is to serve its "interests," namely, those who fund the DFG and the CF&G through their license fees and related fees.

13. Provide excellent customer service, Engage in timely and transparent decision-making, Exhibit fiscal transparency and accountability
14. Promote and support public outdoor recreation, hunting and fishing, Provide consistent and unified delivery of services and products, Practice adaptive management (monitoring, science, etc.), Pursue local, regional and statewide recognition of successes
15. Align internal governance practices, processes and structures (permitting, planning, organizational structure, etc.), Encourage and support strong internal communications, Develop and align clear fish and wildlife statutes and regulations, Define and support success (measurable outcomes, work plans, etc.), Encourage creative problem solving, Develop knowledgeable, capable and experienced employees (retention, skills improvement, leadership development, etc.), Improve and maintain credibility (scientific, decision-making, fiscal, etc.)
16. Align external governance practices, processes and structures (permitting, planning, etc.), Develop simple, clear and consistent governance and permitting practices and processes, Manage capacity/resources (prioritize mandates and efficiently allocate resources accordingly), Maximize services while minimizing costs (improved technologies, volunteers, etc.), Develop adequate, stable and sustainable funding, Delegate authority commensurate with responsibilities

James Patrick, San Diego

13. Proactively engage other organizations and stakeholders as partners and collaborators, Understand stakeholder challenges and expectations, Provide excellent customer service, Share data and information, Engage in timely and transparent decision-making, Exhibit fiscal transparency and accountability
14. Protect, enhance and restore wildlife resources (regulations, compliance, science, etc.), Help maintain sustainable ecosystems (IRM, partnerships, science, etc.), Promote and support public outdoor recreation, hunting and fishing, Provide consistent and unified delivery of services and products, Practice adaptive management (monitoring, science, etc.), Engage in broadly-informed decision making (multiple sciences, public attitudes, traditional knowledge, etc.)
15. Develop and align clear fish and wildlife statutes and regulations, Improve and maintain credibility (scientific, decision-making, fiscal, etc.)
16. Manage capacity/resources (prioritize mandates and efficiently allocate resources accordingly)

Fred McGee, Del Mar

1. Remember who pays the bill.
2. Use scientific management versus political or emotional measures.
5. Remember who pays the bills.
7. Keep scientific application at the top.
13. Understand stakeholder challenges and expectations, Engage in timely and transparent decision-making
14. Protect, enhance and restore wildlife resources (regulations, compliance, science, etc.)
15. Encourage and support strong internal communications, Improve and maintain credibility (scientific, decision-making, fiscal, etc.)

Nicholas Boone, San Diego

1. I think there is no need to close our fisheries here in California. If we catch our legal fair limits what are we harming? more than half of people who fish in California do it purely for the adrenaline rush and the fun of the support resulting in CPR catch, photograph, release. All of us fisherman will have kids ones day we all want to take our kids fishing in the kelp beds for generations to come, we want to have a fun day on the water with our kids catching bass and other species. I am 15 years old and I am VERY active in the fishing industry/association of SOCAL and closing the kelp beds is just absurd and un necessary. You will be taking many jobs from people such as commercial fisherman, sport boats, etc... there is really just no need for this closure, there really isn't, if your gonna close the kelp beds don't close all of them, at least only close parts of them, PLEASE DO NOT CLOSE THE KELP BEADS, if people do their duty (which they do) and keep their limits and only their limits whats the problem? and more than half of us do CATCH AND RELEASE anyways.
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13. Increase stewardship awareness and participation by the public ("Build a citizenry that understands and supports California's fish, wildlife, and plant resources and their habitats", which includes communication, outreach and education), Proactively engage other organizations and stakeholders as partners and collaborators
14. Protect, enhance and restore wildlife resources (regulations, compliance, science, etc.), Promote and support public outdoor recreation, hunting and fishing
15. Develop and align clear fish and wildlife statutes and regulations
16. Develop adequate, stable and sustainable funding

Morgan Swisher, Madera

12. Start providing Black bass fishing enhancements to include stocking. It has become the premier fishing gamefish and should be supported by
13. Engage in timely and transparent decision-making

14. Promote and support public outdoor recreation, hunting and fishing, Practice adaptive management (monitoring, science, etc.)
16. Maximize services while minimizing costs (improved technologies, volunteers, etc.)

Robert Moore, Citrus Heights

1. Mission statements ok
3. Vision statement ok
5. Core values listed ok
7. The 4 themes are good to start with.
9. Potential goals and objectives can live with
10. Science or Best available science is listed throughout the draft. Science can be very broad base and open to determination especially if not peer reviewed. What standard would be used to establish the best available science to use?
12. "Most important out of all of this is to find adequate, stable and sustainable funding revenue. What about enforcement? Will enforcement be increased?"
14. Protect, enhance and restore wildlife resources (regulations, compliance, science, etc.)
16. Develop adequate, stable and sustainable funding

Kirk Vyverberg, Sacramento

11. "December 16, 2011

Melissa Miller-Hanson, Director
CA Fish & Wildlife Strategic Vision Process
California Natural Resources Agency
Interim Draft Review - Public Comments - Vyverberg
12/16/2011

Section 3.0 Given that the Goals and Core Values state that the success of this process ""requires the systematic characterization of who DFG is, what we do, and how we achieve our goals,"" direct DFG staff input should be of the highest value.

Section 3.0 - Appendix H: Summary of DFG Employee Comments - Why has the DFG Survey Summary been eliminated from the current draft; and how are the BRCC and Executive Committee to directly know their input in a timely and relevant manner? Recommendations: DFG Program Managers [lowest, most applied level of management] could serve as Advocates that organize the input and share in the integration and reconciliation process with SAG recommendations.

4.1.3 Barriers to Strategic Change within DFG - Given that this companion report to the Legislature due in January, what is the criteria and schedule for selecting and interviewing current and past DFG employees? Will the stated December 16 deadline for these interviews be extended? Recommendation: Perhaps the greatest insight may be gained from those who have worked for multiple Resource Agency departments, gaining alternative experiences, solutions, and insight into inter-department conflicting policies and regulations. Combine these with interviews of the DFG Program Managers responsible for implementing change. Plus, further exploration of the Fundamental Problems identified above should begin to provide insight into the barriers to strategic change.

Kirk Vyverberg, Citizen

Sacramento, CA

12. "December 16, 2011

Melissa Miller-Hanson, Director

CA Fish & Wildlife Strategic Vision Process

California Natural Resources Agency

Interim Draft Review - Public Comments - Vyverberg

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Kirk Vyverberg, Citizen

Sacramento, CA

15. Align internal governance practices, processes and structures (permitting, planning, organizational structure, etc.), Develop and align clear fish and wildlife statutes and regulations, Define and support success (measurable outcomes, work plans, etc.), Encourage creative problem solving
16. Align external governance practices, processes and structures (permitting, planning, etc.), Develop simple, clear and consistent governance and permitting practices and processes, Manage capacity/resources (prioritize mandates and efficiently allocate resources accordingly)

Tom Stephenson, Bishop

7. Science has to be effectively implemented if our decision making is to be "broadly-informed".
8. Science is being emphasized as an important topic in the Strategic Vision process. Yet, I am concerned that the direction by the Department in recent years has discouraged getting science done, particularly within the Regions. In recent years, the Department has centralized more and more data services in Sacramento; while there may be good reasons for some of this it appears to have gone too far. Positions for data and GIS management and analysis are not being authorized in the Regions. It is not reasonable or practical to work with HQ staff on projects that require daily input and assistance. The implementation of effective science requires being able to interact with staff that are managing and analyzing data. If we are serious about doing science around the state that supports our conservation efforts, we need to support an infrastructure to do such work in the Regions as well as in HQ. Science is all about the appropriate collection,

management, analysis, and reporting of data. We need to enhance the capability in the regions, especially given the distance of Region 6 from HQ.

Stan Neutze, Anderson

2. "Implementation of Mission Statement is not being accomplished. The State's Mule Deer populations are crashing due to the lack of control over the mountain lion populations. I can show you plenty of browse on mountain ranges and on several mountains. However, no deer, no does, no bucks. Each adult mountain lion can kill up to 52 deer a year. DFG must admit the real mountain lion population numbers. It is certainly higher than the 3000 that is ""officially"" stated. Take politics out of the numbers. Coordinate with Federal Government trappers to reduce the State's mountain lion populations via trapping and hunting. A new citizens initiative is needed to allow the DFG to manage mountain lion populations."
4. "The vision to base decisions on ""sound biological information"" and a ""clear understanding of the desires of the public"" is not being practiced. The current ban on gold dredging is a key case in point. Attending both of the DFG Dredging meetings in Redding, I observed that the dredging restrictions were implemented on the basis of unfounded assumptions, not science or practical considerations. It was observed that the one Sierra Club attendee had far more influence than 125 miners did. Once the Sierra Club provided input and campaign financing to the Calif. State leftist legislature, the legislature required the DFG to complete 39 mandates to complete the Dredging EIR and did not provide any funding to accomplish the mandates. This then accomplished the radicals goal of shutting down dredging. The goal stated above is lofty, however how will it be accomplished with a biased State legislature who will over turn any decision DFG makes?? Far too often the hunters are looked down upon as uneducated knuckle draggers whoses viewpoints are not taken into consideration.
An often repeated complaint is that DFG studies are accomplished with taxpayer dollars and yet they are never implemented.
There does need to be transparency in the decision making process and then outsource for an outside for profit review of the scientific study, science and facts. This does not include the Sierra Club, et. al."
6. Only actual hunters and fishermen shall be on the Fish and Wildlife Commission. The F&GC should be empowered to hire the DFG Director. The DFG Director truly needs to be an actual hunter and fishermen.
8. Each DFG REgion needs to be managed separately as its own ecosystem.
10. "Does not appear that the DFG goals are being met. Mule deer hurds are declining to to the lack of a mountain lion management plan. What will happen to the rest of the Mule Deer population when the 200 pound + Canadian Timber Wolves start feeding on the deer population ?? Wolves should be immediately managed via a hunting season. They are here now. Be proactive.
Recognize that the salmon population decline is also due to over fishing by foreign nations. They read the 1970's study by the Univ. of Calif. and trawl out their 30 mile drag nets to catch the salmon while on their migatory routes. One can always find salmon in the grocery store, in a can or otherwise. Usually provided by an Asian nation. Recognize the problem and coordiante with Federal elected representatives and Sytate Department officials as needed. Restricting the local populations is not the solution.
Offshore fishing by foreign nations needs to be restricted."
12. "The overall Strategic VSION looks good on paper. Does DFG have the resources to implement in terms of manpower in the field? Cut staff positions in Sacramento and put more agents in the field. Poaching is a problem and marijuana interdiction is another, that requires more field officers.

The stakeholders are slanted toward environmentalism not true management of hunting and fishing. The Human Society is an antihunting organization. Too often diversity in stakeholder viewpoints, means that only the antihunting views are considered and implemented.

13. Increase stewardship awareness and participation by the public ("Build a citizenry that understands and supports California's fish, wildlife, and plant resources and their habitats", which includes communication, outreach and education), Understand stakeholder challenges and expectations, Embrace and support diversity among stakeholders and the public
14. Protect, enhance and restore wildlife resources (regulations, compliance, science, etc.), Help maintain sustainable ecosystems (IRM, partnerships, science, etc.), Promote and support public outdoor recreation, hunting and fishing, Practice adaptive management (monitoring, science, etc.)
15. Encourage and support strong internal communications, Develop and align clear fish and wildlife statutes and regulations

Kirk Vyverberg, Sacramento

12. "Transparent Decision-making [table 4]
Develop DFG policy with a balanced influence of science and politics
(a) Document current policies regarding program, permitting and enforcement with clear statements of rational, including scientific, legal, social considerations. Include alternative positions, benefits & risk analysis
(b) Establish a Science Panel comprised of Senior DFG scientists representing multiple disciplines that advise the Director and the Commission on priority issues or projects
(c) Develop a dual track path to career advancement leading to Management and Senior Scientists with equal organizational and decision-making status.
(c) Flatten the organization, increasing both accountability and knowledgeable representation of issues - ""keep science at the table"".
Integrated Resource Management [table 5]
Develop Agency and Department management commitment to Integrated Resource Management
Develop coordinated and cooperative work plans with unified performance metrics to the fullest degree allowable by your mission and mandate
Laws and regulations [table 7]
Create a work group to evaluate the Fish and Game Code and Title 14 Regulations for the purpose of identifying, revising or eliminating code and regulatory sections no longer pertinent or defensible due to (1) advances in science and engineering practice, or that (2) are inefficient, duplicative, unfunded mandates, or subsidies.
For example, (1)Water Bypass Requirements, Section 6022 which specifies water diversion bypass rates based on the size of the diversion rather than on site-specific considerations and without due regard for the cumulative effect on streamflows and potentially adverse affects on the fish and wildlife resources dependent on those flows; (2) Conduits and Screens, Sections 5980 through 5993, which require the department to fund from one-half to 100% of the cost to screen private water diversions, to develop fish screen design, and provide maintenance.
Eliminate barriers to the development of permitting guidance that provides a clear and predictable path to compliance.
Regardless of project scale, experience indicates that the public generally prefers direct guidance on how it can best meet Fish and Game Code and/or CEQA requirements. However, the Department's Office of

General Counsel often limits the development of such guidance out of concern that the guidance would be viewed as underground regulation per Section 11340.5

Compliance [table 8]

Support AG's Environmental Taskforce with available DFG expertise

Sustainable Funding [Table 10]

Fully fund the unfunded instream flow study requirements of Public Resources Code 10,000. As an initial step, develop and publish the Protocol for studies that can be required on a project basis, i.e.: FERC Relicensing or Shasta/Scott River Diversion updates.

This legislation was passed in the 1980's in response to a significant increase in the number of requests to appropriate water from the various streams. The legislature recognized that if approved without due regard for their cumulative effect on streamflows, the water appropriations could adversely affect, to a serious and significant degree, the fish and wildlife resources dependent on those streams. However, no meaningful source of funds to conduct the studies has ever been provided, leaving the vast majority of the State's streams without recognized Minimum Flow Requirements twenty years later.

Provide Transparent Accounting and Sustainable Fee Structures

[a] Dedicated funds must be kept dedicated with annual program public accounting

[b] Perform annual fee breakeven analyses [recovery] and adjust fees accordingly to assure fully funded services. Consider utilizing credible outside accounting assistance

[c] Work with fee setting authority – legislature, other agency [Water Board], DFG to periodically adjust fees to achieve breakeven point of full funding.

[d] Consider inflation indexing of fees

[e] Consider all related finance elements for opportunities to transfer or eliminate potential costs [example: increase instream gravel mining reclamations bond requirements].

[f] Prepare for funding requests from other state agencies mandated to perform DFG services [example: request legislative funding of Caltrans fish screen requirements]

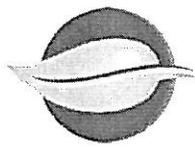
[g] Change or cancel mandates that do not get fully funded

13. Proactively engage other organizations and stakeholders as partners and collaborators, Share data and information, Engage in timely and transparent decision-making, Exhibit fiscal transparency and accountability
14. Practice adaptive management (monitoring, science, etc.), Pursue local, regional and statewide recognition of successes, Engage in broadly-informed decision making (multiple sciences, public attitudes, traditional knowledge, etc.)
15. Develop and align clear fish and wildlife statutes and regulations, Define and support success (measurable outcomes, work plans, etc.), Improve and maintain credibility (scientific, decision-making, fiscal, etc.)
16. Develop simple, clear and consistent governance and permitting practices and processes, Develop adequate, stable and sustainable funding

Bill Harp, Chico

1. F&G has lost it moral compass for the hunters and fishermen of the state. Why are you teaming up with people like the HSUS that hate and want to stop all hunting, fishing, meat consumption and pet ownership among other things. To say that we should have these people at the table making suggestions about the course of F&G makes about as much sense as having the Klu Klux Klan sitting on the board of the NAACP making suggestions.

2. Have F&G serve the sports people of the State like they did 30 years ago. We pay for F&G through our licenses and they should serve us. They should form a new division separate from F&G and find their own funding if they want to chase meadowfoam or whatever and leave our funds for what they were intended for fish and game projects.
3. "You cannot make sound biological decisions with the desires of the public when the majority of public does not have any connection to the out of doors and makes decisions based on cute i.e. Mountain lions. Creates and promotes partnerships does not mean people that would help destroy F&G as we know it."
5. Just do it.
11. The head of F&G should be chosen by his or her expertise in their field instead of a governor plum appointment our resources deserve better.



Draft Interim Strategic Vision Public Comment Form

Thank you for using the online public comment form for the California Fish and Wildlife Strategic Vision (CFWSV) Project - Draft Interim Strategic Vision. We hope this provides you with an efficient method to provide your thoughts and suggestions as the strategic vision process moves forward. Public comments for this phase of the project will be received online through **DECEMBER 16, 2011**; comments are most effective if received by this date, but may still be submitted via email (StrategicVision@resources.ca.gov), or standard mail (<http://www.vision.ca.gov/contacts.html>) after that date. Please share this with colleagues, friends and family who have an interest in the future management of California's diverse fish and wildlife resources.

STRATEGIC VISION OVERVIEW

The CFWSV Project is intended to establish a strategic vision for the California Department of Fish and Game (DFG) and the California Fish and Game Commission (F&GC) that addresses, among other things, improving and enhancing their capacity and effectiveness in fulfilling their public trust responsibilities for protecting and managing the state's fish and wildlife. This project represents a tremendous opportunity to create a vision and recommendations for making these two agencies more effective and functional through an open, transparent and collaborative public process.

In September 2010, Assembly Bill (AB) 2376 was signed into law, requiring the California Natural Resources Agency to convene a committee to develop and submit to the Governor and Legislature, by July 1, 2012, a strategic vision for DFG and F&GC. The California Fish and Wildlife Strategic Vision Executive Committee is developing three deliverables: A draft interim strategic vision in November 2011, an interim strategic vision in February 2012, and a strategic vision by July 1, 2012. A blue ribbon citizen commission (BRCC) and a stakeholder advisory group (SAG) are assisting in developing these products through working groups and joint meetings.

HOW TO USE THIS FORM

This comment form is divided into six sections:

- Current Missions
- Current Visions
- Proposed Core Values
- Proposed Common Themes
- Proposed Goals and Objectives
- Other Comments or Suggestions

Please provide your comments and/or recommendations based upon each section in the areas provided. Suggestion for how to submit this form may be found on the last page of the form.

Thank you in advance for sharing your ideas and suggestions. Any questions about the comment form should be directed to StrategicVision@resources.ca.gov or to Joanna at 916.653.7895.



CURRENT MISSIONS

Both the California Department of Fish and Game and the California Fish and Game Commission currently have mission statements.

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

The mission of the California Fish and Game Commission is, on behalf of California citizens, to ensure the long term sustainability of California's fish and wildlife resources by: Guiding the ongoing scientific evaluation and assessment of California's fish and wildlife resources; setting California's fish and wildlife resource management policies and insuring these are implemented by the Department of Fish and Game; establishing appropriate fish and wildlife resource management rules and regulations; and building active fish and wildlife resource management partnerships with individual landowners, the public and interest groups, and federal, state and local resource management agencies.

If you have a comment about the Current Missions, please share that here:

1. Deer Herds are decimated by Coegars - FISH AND GAME SHOULD MANAGE our wildlife NOT CALIFORNIA INITIATIVE PROCESS.
2. Water Rights - Water for waterfowl at All Refuges in the State should have a Balance for all interests for migratory waterfowl (per Tulare & Lower Klamath Refuges)

If you have a specific recommendation or suggested action regarding the Current Missions, please share that here:

1. Bring BACK DECISIONS ON FISH & MAMMALS to FISH AND GAME Dept - NOT THE VOTERS OF CALIF whom know NOTHING ABOUT MANAGEMENT of FISH AND GAME species. Deer herds are MANAGED BUT Coegars are not.
2. Have Responsible Management of water for all interests - Bounds on enforcement of DFG over water rights.



CURRENT VISIONS

Both the California Department of Fish and Game and the California Fish and Game Commission currently have a vision statement.

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

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

The 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.

If you have a comment about the Current Visions, please share that here:

Enhance future opportunities for Sportsman
 1. Bring new Birds - Hungarian Partidges
 to Arid Hicott Desert areas for more

If you have a specific recommendation or suggested action regarding the Current Visions, please share that here:

more time needed to comment



PROPOSED CORE VALUES

As part of the strategic vision process, five core values have been proposed; these are proposed to be the highest priorities of how people within the department and commission will carry out their responsibilities. These core values should define the organizational culture of the department and commission. During discussions about the future vision of DFG and F&GC, staff noted that certain values were implicitly and explicitly being suggested.

The core values heard most often, with a brief sentence to describe the intent, are:

- STEWARDSHIP: Consistent with their missions, DFG / F&GC are responsible for holding the state's fish and wildlife resources in trust for the public, respecting that these resources have intrinsic value and are essential to the well-being of all California's citizens.
- INTEGRITY: DFG / F&GC hold themselves to the highest ethical and professional standards, pledging to fulfill their duties and deliver on their commitments.
- EXCELLENCE: DFG / F&GC pursue quality, proactively assessing their performance and striving to continuously improve programs, services, and work products.
- TEAMWORK: DFG / F&GC pursue productive relationships through communication, collaboration, understanding, trust and respect, engaging employees, other organizations and the public at all levels of the organization.
- INNOVATION: DFG / F&GC encourage creativity as they proactively meet challenges, promoting a culture of finding solutions.

If you have a comment about the Proposed Core Values, please share that here:

If you have a specific recommendation or suggested action regarding the Proposed Core Values, please share that here:



POTENTIAL COMMON THEMES

Defined through the collective work of BRCC and SAG members in topic-specific working groups and joint meetings, the proposed common themes represent the underlying principles and practices with which leadership and staff will do their work. These themes represent the fundamental ways in which the public should experience department and commission efforts to meet their missions.

During discussions among SAG and BRCC members about the issues frameworks being developed by SAG working groups, a number of themes began to emerge that were common to all or several of the working groups. While these "themes" were common among working groups, only four appear to stand out as fundamental to everything DFG and F&GC might do in the future.

Still referenced as "common" themes are:

1. DFG / F&GC engage in clear and compelling communication, education, and outreach, both internally and externally. In all aspects of their work they exchange ideas and information to achieve common understanding or to create new or improved awareness with their colleagues, partners and the public.
2. DFG / F&GC are committed to formal and informal partnerships and collaboration. In all aspects of their work they will seek to utilize both formal and informal partnerships and collaboration that allow them to provide consistent, unified and optimized delivery of products and services.
3. DFG / F&GC use "ecosystem-based" management (multi-media, multi-species, multi-habitat), informed by best-available science. In all aspects of their work they use an approach that recognizes the full array of interactions in a system, including humans, rather than single issues, species or services in isolation.
4. DFG / F&GC engage in broadly-informed and transparent decision-making. In all aspects of their work they engage in transparent decision-making procedures and outcomes that inspire public confidence and trust through the inclusion of best-available science and other relevant information.

If you have a comment about the Potential Common Themes, please share that here:

If you have a specific recommendation or suggested action regarding the Potential Common Themes, please share that here:



POTENTIAL GOALS AND OBJECTIVES

A goal defines what DFG and F&GC will achieve as they pursue their missions.

An objective is a smaller, more specific goal that helps achieve each overarching goal. Objectives should be SMART: **Specific** (concrete, step-by-step actions needed to make one or more goals succeed), **Measurable** (observable results from accomplishing the objective), **Attainable** (it is both possible and done at the right time with sufficient attention and resources), **Realistic** (the probability of success is good, given the resources and attention given), and **Time-bound** (objective is achieved within a specified period of time in a way that takes advantage of the opportunity before it passes). Achieving several objectives usually means you are achieving one or more goals.

Goals and objectives will periodically conflict and, at times, DFG and F&GC will have to weigh the costs and benefits of pursuing one goal and objective over another. In this manner, they are different from common themes, which represent the consistent manner in which DFG and F&GC will do their work.

The proposed goals and objectives are not presented in any particular order and are NOT currently being proposed by the BRCC or SAG as recommendations for a strategic vision. Some of these goals and objectives may require legislative action in order to be implemented, which is beyond the authority and ability of DFG and F&GC.

- **GOAL 1:** Strong Relationships with Other Organizations and the Public (CV) DFG / F&GC will build strong relationships with other organizations and the public, and specifically will:
 - Increase stewardship awareness and participation by the public ("Build a citizenry that understands and supports California's fish, wildlife, and plant resources and their habitats", which includes communication, outreach and education).
 - Proactively engage other organizations and stakeholders as partners and collaborators. - Understand stakeholder challenges and expectations.
 - Provide excellent customer service.
 - Embrace and support diversity among stakeholders and the public.
 - Share data and information.
 - Engage in timely and transparent decision-making.
 - Exhibit fiscal transparency and accountability.

- **GOAL 2:** Highly Valued Programs and Quality Services (CV) DFG / F&GC will deliver programs that are valued by the public and services of the highest quality, and specifically will:
 - Protect, enhance and restore wildlife resources (regulations, compliance, science, etc.).
 - Help maintain sustainable ecosystems (IRM, partnerships, science, etc.).
 - Promote and support public outdoor recreation, hunting and fishing.
 - Provide consistent and unified delivery of services and products.
 - Practice adaptive management (monitoring, science, etc.).
 - Pursue local, regional and statewide recognition of successes.
 - Engage in broadly-informed decision making (multiple sciences, public attitudes, traditional knowledge, etc.).



- **GOAL 3:** An Effective Organization (CV) DFG / F&GC will achieve the outcomes we desire to achieve, and specifically will:
 - Align internal governance practices, processes and structures (permitting, planning, organizational structure, etc.).
 - Encourage and support strong internal communications.
 - Develop and align clear fish and wildlife statutes and regulations.
 - Define and support success (measurable outcomes, work plans, etc.).
 - Encourage creative problem solving.
 - Develop knowledgeable, capable and experienced employees (retention, skills improvement, leadership development, etc.).
 - Improve and maintain credibility (scientific, decision-making, fiscal, etc.).

- **GOAL 4:** An Efficient and Sustainable Purpose (CV) DFG / F&GC will efficiently utilize resources while maintaining ourselves in perpetuity, and specifically will:
 - Align external governance practices, processes and structures (permitting, planning, etc.).
 - Develop simple, clear and consistent governance and permitting practices and processes.
 - Manage capacity/resources (prioritize mandates and efficiently allocate resources accordingly).
 - Maximize services while minimizing costs (improved technologies, volunteers, etc.).
 - Develop adequate, stable and sustainable funding.
 - Delegate authority commensurate with responsibilities.
 - Embrace and support diversity in employees.

If you have a comment about the Potential Goals and Objectives, please share that here:

If you have a specific recommendation or suggested action regarding the Potential Goals and Objectives, please share that here:



Please indicate below by checking the appropriate box(es), if any of the proposed goals and objectives apply to your comments on the previous page (Other Comments and Suggestions).

GOAL 1: Strong Relationships with Other Organizations and the Public DFG / F&GC will build strong relationships with other organizations and the public, and specifically will:

- Increase stewardship awareness and participation by the public ("Build a citizenry that understands and supports California's fish, wildlife, and plant resources and their habitats", which includes communication, outreach and education)
- Proactively engage other organizations and stakeholders as partners and collaborators
- Understand stakeholder challenges and expectations
- Provide excellent customer service
- Embrace and support diversity among stakeholders and the public
- Share data and information
- Engage in timely and transparent decision-making
- Exhibit fiscal transparency and accountability

GOAL 2: Highly Valued Programs and Quality Services DFG / F&GC will deliver programs that are valued by the public and services of the highest quality, and specifically will:

- Protect, enhance and restore wildlife resources (regulations, compliance, science, etc.)
- Help maintain sustainable ecosystems (IRM, partnerships, science, etc.)
- Promote and support public outdoor recreation, hunting and fishing
- Provide consistent and unified delivery of services and products
- Practice adaptive management (monitoring, science, etc.)
- Pursue local, regional and statewide recognition of successes
- Engage in broadly-informed decision making (multiple sciences, public attitudes, traditional knowledge, etc.)

GOAL 3: An Effective Organization DFG / F&GC will achieve the outcomes we desire to achieve, and specifically will:

- Align internal governance practices, processes and structures (permitting, planning, organizational structure, etc.)
- Encourage and support strong internal communications
- Develop and align clear fish and wildlife statutes and regulations
- Define and support success (measurable outcomes, work plans, etc.)
- Encourage creative problem solving
- Develop knowledgeable, capable and experienced employees (retention, skills improvement, leadership development, etc.)
- Improve and maintain credibility (scientific, decision-making, fiscal, etc.)



GOAL 4: An Efficient and Sustainable Purpose DFG / F&GC will efficiently utilize resources while maintaining ourselves in perpetuity, and specifically will:

- ┌ Align external governance practices, processes and structures (permitting, planning, etc.)
- ┌ Develop simple, clear and consistent governance and permitting practices and processes
- ┌ Manage capacity/resources (prioritize mandates and efficiently allocate resources accordingly)
- ┌ Maximize services while minimizing costs (improved technologies, volunteers, etc.)
- ┌ Develop adequate, stable and sustainable funding
- ┌ Delegate authority commensurate with responsibilities
- ┌ Embrace and support diversity in employees

YOUR INFORMATION (* Required)

First Name:* Sheldon Last Name:* Voorhees

City of Residence:* Anderson, Ca.

Email address or telephone number: (optional, to be used only if we have questions about your submission)

Please return your completed comment form to any staff member or leave it at the registration desk upon leaving the meeting.

Other ways to return your completed comment form include (requested by December 16, 2011):

- Go online and complete the form there. Visit http://www.vision.ca.gov/strategic_vision.html) and click on the "submit your comments here" link at the bottom of the page.
- Scan document and email to StrategicVision@resources.ca.gov
- Send via standard mail to:
California Fish and Wildlife Strategic Vision Project
California Natural Resources Agency
1416 Ninth Street, Suite 1311
Sacramento, CA 95814

Thank you for your participation!