

California Fish and Wildlife Strategic Vision Project

Blue Ribbon Citizen Commission and Stakeholder Advisory Group: Emerging Common Themes

October 24, 2011

On October 18 and 19, 2011 the California Fish and Wildlife Strategic Vision (CFWSV) Blue Ribbon Citizen Commission and Stakeholder Advisory Group (SAG) held two work sessions to discuss the documents prepared by the SAG working groups the week of October 11 and to further conversations about potential recommendations to forward to the CFWSV Executive Committee for consideration as part of a draft interim strategic vision. The discussions on October 18 and 19 primarily focused on common themes that appeared to be emerging from the six different working groups; this document identifies those emerging general themes and the specific problem and goal statements that potentially capture that theme (each theme begins on a new page). In the accompanying working group tables, the problem and goal statements that are grouped separately in this document are highlighted in grey.

References in this document to specific goals are identified first by the working group acronym and then the goal number in the table for that working group (i.e., CEO 6). Acronyms used in this document for each of the working groups are:

Communication, Education and Outreach	CEO
Governance and Mission	GM
Natural Resource Stewardship	NRS
Regulatory and Permitting	RP
Science	Sci
Sustainable Financing	SF

Table 1: Common Theme: Partnerships							
ISSUE	PROBLEM(S)	GOAL(S) (Preceded by WG #)	EXAMPLE(S) OF WAYS TO ACHIEVE GOAL	TIE(S) TO DFG STRATEGIC INITIATIVES	IMPLEMEN- TATION SCALE CRITERIA	TIME SCALE CRITERIA	FINANCIAL SCALE CRITERIA
CEO – Intergovernmental Communication	<ul style="list-style-type: none"> Lack of coordination with other state, federal, tribal & local government agencies and scientific research institutions State and federal agencies have overlapping responsibilities that when not aligned contribute to 	CEO4. Improve alignment of natural resource planning, policies & regulations CEO5a. Foster partnerships emphasizing science	<ul style="list-style-type: none"> Develop & improve relationships & info-sharing Leverage existing multi-agency venues (See Integrated Resource Management section of NRS recommendations for details) Participate in local and regional natural resource planning venues like IRWMs, LCCs, watershed efforts, etc. 	1, 4, 6			

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	redundancy, confusion and/or policy & regulatory conflicts						
CEO – External Communication & Outreach	<ul style="list-style-type: none"> Public lacks sufficient understanding of DFG and F&GC mission -- challenge for fostering public support for programs & partnerships Public does not sufficiently know about DFG and F&GC activities & accomplishments Wasted time and money on the part of the public and DFG in getting information Some public & partners have experienced negative/frustrating interactions with DFG staff -- made numerous contacts to find information Some communities have been marginalized (e.g. rural & minority communities) External partners may not be aware of DFG 	<p>CEO5b. Improve public awareness, perception, and understanding of the DFG and F&GC mission and accomplishments</p> <p>CEO6. Be involved with local communities</p> <p>CEO7. Creating a DFG that is open, responsive and transparent to the public.</p>	<ul style="list-style-type: none"> Have a point of contact in each Region Office who can respond to inquiries about DFG and F&GC efforts Utilize efforts by partners to promote DFG mission (i.e. The Humane Society enforcement efforts, resource conservation district land owner outreach) Increase DFG presence in the local community including public outreach events and local and regional resource management efforts. Provide information on regulations and events online and by phone -- with limited written materials Make information available in a regionally and culturally appropriate methodology Allow more regional control in providing information to and interacting with the local public. Hire staff regionally that match the regional make up. Simplify regulations in order in order to communicate them more effectively Have an online tracking process for permits so an applicant can follow their application through the process Offer more workshops to help in the preparation of permit applications 	1, 4, 6			

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	<p>programs, likewise DFG may not aware of what external partners are doing.</p> <ul style="list-style-type: none"> The regulated community does not always understand new regulations or when and where they are effective 						
CEO - Public Education	<ul style="list-style-type: none"> Not enough classroom and outdoor conservation education Not utilizing education to capture a revenue stream from non consumptive users Not utilizing an opportunity to foster a sense of stewardship and wonder in the public <p>Recruitment and retention of consumptive users as a tool for resource management lacking</p>	CEO12. Increase and enhance educational opportunities on natural resource stewardship (classroom and field)	<ul style="list-style-type: none"> Partner w/ educational institutions from elementary thru university levels Provide more interpreters to educate the public about California's resources Partner with existing environmental education programs like the California Envirothon 				
GM - Organizational Vitality/Focus	DFG is not effectively pursuing partnerships to help fulfill its priorities/mandates	GM3. Improved use of partnerships	<ul style="list-style-type: none"> Pursue partnership opportunities with other state agencies, local agencies, stakeholder groups, etc. See additional recommendations from other WGs 				

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NRS - Integrated Resource Management recognizes that no one agency (including DFG or F&GC) has sufficient responsibility, authority, expertise, or resources to ensure natural resource stewardship throughout California	<ul style="list-style-type: none"> • Uncoordinated resource governance and responsibilities among numerous federal, tribal, state & local agencies and organizations • Unaligned patchwork of resource planning, policies & regulations • Inadequate sharing of data, information & knowledge (silos) • Duplication of effort, expertise & resources • Unintended consequences from mismatching or conflicting policies or regulations • Focus on single purpose or single species projects • Inadequate partnerships among federal, tribal, state, local, private & non-profit organizations 	<p>NRS4. Use existing organizational structures among resource management agencies and organizations to:</p> <ul style="list-style-type: none"> • Improve communication, coordination & collaboration • Align resource planning, policies & regulations for aquatic, terrestrial & marine ecosystems (and associated land, watershed & coastal management) • Share processes, tools, data, information, knowledge & expertise • Find collaborative, place-based solutions based on best available science and traditional knowledge • Focus on ecosystem- 	<p>Opportunities that can be leveraged:</p> <ul style="list-style-type: none"> • Growing acceptance of IRM approach • Collaborative planning efforts are having successful outcomes • Greater efficiencies are being realized by sharing information, expertise & resources across organizations • Numerous emerging multi-agency collaboratives/venues are acting as integrators <p>Support and participate in multi-agency collaboratives:</p> <ul style="list-style-type: none"> • Strategic Growth Council • California Biodiversity Council • Ocean Protection Council • CA Landscape Conservation Cooperative • Delta Stewardship Council • Water Plan State Agency Steering Committee • Conservancies • Resource conservation districts • Integrated regional water management groups • Regional blueprint planning groups • Others <p>A next step to Integrate the Integrators, (with DFG and F&GC participation):</p> <ul style="list-style-type: none"> • Conduct intensive workshop(s) to describe existing challenges, lessons learned, common ground, overlaps, conflicts, drivers & trends, and potential responses/solutions • Develop joint IRM action plan describing ways to align resource planning, policies & regulations; to share people, processes & tools; and if needed to make minor organizational improvements. • Execute IRM memorandum of agreement among integrators to 				

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		<p>scale, multi-benefit resource stewardship programs to solve multiple resource issues</p> <ul style="list-style-type: none"> Promote, encourage and support public-private partnerships to advance all aspects of natural resource stewardship (planning, project implementation, financing, monitoring, data collection & exchange, analytical methods & tools, research, technology, and science) 	<p>implement the joint IRM action plan</p> <p>Other actions to promote IRM:</p> <ul style="list-style-type: none"> In partnership, DFG and F&GC lead preparation and periodic updates of a strategic "California Biodiversity Plan" or "California Natural Resource Plan" [similar to the California Water Plan]. Plan could incorporate other DFG and F&GC plans (like the Wildlife Action Plan), and would be informed by related state, federal, tribal and local companion resource plans. As a strategic plan, it would include findings and recommendations in the form of a vision, goals, guiding principles, objectives, actions, and an implementation/finance plan. DFG and F&GC are active participants in future updates of the Environmental Goals & Policy Report (EGPR) DFG regional offices set regional resource management priorities and implement actions in concert with local/regional resource professionals and landowners DFG and F&GC partner with tribal governments and utilize and support their written integrated resource management plans and documents DFG and F&GC partner with resource users, including industry in both field research and resource management DFG and F&GC support and expand "advanced mitigation" programs at state and local levels in support of IRM projects 				
NRS: Partnerships -- Use partnerships extensively to maximize program development and delivery	Limited staff to build community partnerships.	<p>NRS5. Facilitate collaboration amongst co-managers and partners to conserve, restore, and manage natural resources.</p> <p>NRS6. Continue working with</p>	<ul style="list-style-type: none"> Designate staff to participate in regional planning efforts like IRWMs Increase use of natural resources agreements (e.g., Klamath Basin Restoration Agreement) 				

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		consumptive users in their support via purchasing licenses and stamps, as well as fundraising.					
NRS-Partnerships	There currently are obstacles to implementing conservation projects on private land: <ul style="list-style-type: none"> • Lack of clear species/area priorities • Cumbersome and expensive permits • Insufficient staff • Insufficient community outreach 	<p>NRS7. Collaborative processes that combine the regulatory agencies with landowners and conservation organizations (e.g., Lower Butte Creek Project)</p> <p>NRS8. Partners in Restoration Program (Sustainable Conservation and Resource Conservation Districts) needs to be implemented on a larger level</p> <p>NRS9. Working landscapes concept</p>					
RP - Partnership/ Collaboration (All WGs)	DFG is limited in its ability and drive to coordinate with other governmental and non governmental entities, therefore missing opportunities to achieve	<p>RP13. Increase partnerships to leverage DFG resources</p> <p>RP14. Increase partnerships to</p>	<ul style="list-style-type: none"> – Work with land owners, both private and those who may operate on leased state-owned ground, to build positive, trusting relationships which are mutually beneficial Goal 14 – Coordination with other natural resources agencies, at tribal, local, state and federal levels Goals 13 and 14 	Initiatives 4, 7			

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	goals and complete projects	leverage DFG fulfill its statutory obligation	<ul style="list-style-type: none"> - Improve coordination with the University of California for increased science/ data assistance Goals 13 and 14 - Increase coordination with local and tribal governments, and other governmental agencies (admin; short; mid-high) Goal 14 [Not sure how this fits here] 				
Sci – Improve scientific capacity	DFG lacks scientific capacity in certain areas, (e.g. modeling expertise)	Sci3: External/peripheral areas – use cooperative agreements or contracts	Ensure internal capacity to manage cooperative agreements. Positive example is the Condor Program.				
Sci - Improve scientific capacity	Serious reduction in funding and staff , coupled with expanded unfunded mandates, has caused redundancies in some areas and gaps, inefficiencies in other areas	Sci8. Facilitate partnerships to expand DFG capacity	<p>Develop mechanisms to allow and facilitate collaborative partnerships between DFG personnel and scientists from other state and federal agencies, academic institutions, and other credible scientific organizations and stakeholders.</p> <ol style="list-style-type: none"> 1. Identify needed capacity of partners (e.g., waterfowl endowment at UCD). 2. Collaborate with University of California and California State University systems to facilitate modification and development of University curricula to help with DFG scientific needs. 3. Encourage and facilitate partnerships with stakeholders (e.g., consumptive and non-consumptive resource users) to effect cost-saving efficiencies in scientific data collection. <p>Streamline MOU and scientific collection permitting processes</p>				

Table 1: Common Theme: Partnerships (continued for Sustainable Financing)								
ISSUE	PROBLEM(S)	Goal (Preceded by SF #)	Objectives	EXAMPLE(S) OF WAYS TO ACHIEVE GOAL	TIE(S) TO DFG STRATEGIC INITIATIVES	IMPLEMENT- ATION SCALE CRITERIA	TIME SCALE CRITERIA	FINANCIAL SCALE CRITERIA
SF - Alternative Revenue Sources (as opposed to general fund)	Lack of revenue	SF2. Ensure adequate and sustainable funding to achieve the programmatic objectives (and mandates)	(adopt) Establish more financial partnerships with federal government, non-governmental organizations (NGOs), private sector and other states.	<ul style="list-style-type: none"> - Partner with private sector, non-profits, NGOs, to manage DFG lands (e.g. AB 42, Huffman) - Leverage existing programs or partnerships - Create California State Parks Foundation model of dedicated supporters - Ensure firewalls are in place to prevent image of undue influence - Identify additional federal matching grant funding opportunities (e.g. Fisheries Restoration Grant Program) - Maximize in-kind contributions - Federal loan of personnel to DFG 	-	-	-	-

Table 2: Common Theme: Broadly-Informed and Transparent Decision-Making							
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GM - Organizational Vitality/Focus	DFG is not effectively pursuing partnerships to help fulfill its priorities/mandates	GM3. Improved use of partnerships	<ul style="list-style-type: none"> – Pursue partnership opportunities with other state agencies, local agencies, stakeholder groups, etc. – See additional recommendations from other WGs 				
GM - Organizational Vitality/Focus	Perception by some that factors other than biological science may be disproportionately relied upon to make decisions, causing lack of “buy-in” by stakeholders	GM4. Emphasize biological science as the basis for decisions	<ul style="list-style-type: none"> – Expand F&GC committee system to include a science committee to advise F&GC – Establish science advisory panel from multiple disciplines to advise director on major issues 				
GM - Organizational Vitality/Focus	Mistrust by the public in the “science” used to make decisions	GM5. Requirement that trusted, peer reviewed science is used when making decisions	<ul style="list-style-type: none"> – Establish science advisory panel from multiple disciplines to advise director on major issues – Expand F&GC committee system to include a science committee to advise F&GC – Establish professional wildlife management guided by science to report to an elected body – See additional recommendations from the SAG Science Working Group 				
GM - Management Approaches and Organizational Structures	The public doesn’t trust that the decisions made by the FGC are the product of careful deliberation by qualified and representative commissioners who	GM6. Qualified commissioners’ with expertise, and sufficient resources to make the best decisions	<ul style="list-style-type: none"> – Define qualifications for the legislature to consider when approving appointments – Review and recommend commissioner qualifications: Term, term limit, representation, citizen commission or professional, required training upon appointment or through term (this may need a constitutional amendment) 				

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	are balancing the tensions inherent in the mission						
Sci - Lack of trust in how DFG incorporates science in policy formulation and resource management. Public must be able to see and understand how science informs decisions.	Stakeholders and staff question whether all relevant and credible scientific information has been used to inform decision-making.	Sci1 (Table 1). Decisions made by managers and policy-makers are transparently informed by credible science	<p>New draft policies and resource mgmt plans are published with all scientific information cited, and a review period is provided for public comment.</p> <p>Draft policies and plans are reviewed by external organizations for scientific integrity, i.e. was trustworthy science used and was it reported accurately? This could be accomplished by external review panels contracted by DFG. An independent, trusted outside expert panel peer-reviews the scientific information and their report is published along with the decision/policies.</p> <p>Expanded use of CEQA or analogous public impact analyses is one way to achieve transparency and review.</p> <p>Acknowledge differences of scientific opinion and explain how these are resolved in decisions.</p>				
Sci – Inadequate scientific capacity within DFG. Credible and relevant science must be available to decision-makers in a timely manner to inform decisions.	Decisions are sometimes made with inadequate scientific information because it is unavailable in a timely manner.	Sci2 (Table 1). Decision-making is adequately informed by science.	<p>Assess the current scientific capacity and capability of DFG.</p> <p>Identify scientific disciplines for which there is insufficient capacity in DFG either to carry out research and other scientific activities directly, or to manage contracts or cooperative agreements with other scientific providers. Target recruitment to these specialties as financial opportunities become available.</p> <p>Develop job classifications that are competitive and will recruit and retain scientists.</p> <p>Develop mechanisms to attract graduate university students to careers in DFG, and provide means for present employees to enroll in graduate programs while performing research in support of DFG as well as their degrees.</p> <p>To maximize in-house resources, require that all proposed scientific investigations</p>				

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			be directly tied to an identified information need (i.e. no hobby science on government time); study plans are approved in advance of work. Seek to rebalance scientific staff to match present and anticipated needs.				
Sci - Improve scientific capacity	DFG lacks scientific modeling expertise	Sci4 (Table 2). Ensure understanding and accurate interpretation of science	<p>Establish appropriate scientific program offices and entities, including:</p> <ol style="list-style-type: none"> 1. An <i>Office of Resource and Population Assessment</i> (in support of scientifically rigorous modeling efforts). 2. A <i>Research Branch</i> (to promote scientifically rigorous studies and other data collection efforts). 3. A <i>Monitoring Branch</i> as either stand alone entity with direct integration with the <i>Research Branch</i> or as a sub-group of the <i>Research Branch</i>. 4. An independent multidisciplinary <i>Science Advisory Panel (i.e., SAP; or a Science and Biostatistics Committee)</i> to provide independent scientific review and guidance on DFG planning products, management plans, monitoring designs, and focused studies (see 2.ii). <ol style="list-style-type: none"> a. Ensure that the SAP adopts multidisciplinary approaches that include contributions from appropriate disciplines of population biology, oceanography, ecology, economics, statistics, modeling, and social sciences. b. Ensure that the SPS coordinates the review of efforts with other federal and state review capacities. 	3, 7			
Sci - Improve scientific credibility of DFG	It is important to separate science from policy, esp. in processes funded by outside sources that also fund the science used.	Sci9 (Table 2). Ensure separation between science and policy	<p>Clearly identify the mix of scientific information gathered and used, and its source..</p> <p>Integrate all relevant science in policy decisions to the degree possible. Develop matrix to define science used, w/ clear rationale for relevant science not used in decision-making, to ensure transparency.</p> <p>Partner with the appropriate entities to produce science for non-core goals.</p>				

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	Need to avoid practice or perception of agenda-driven science		Facilitate (enhance/reestablish collaborative partnerships (specifically for modeling – needs to be in-house – both staff who can do the modeling as well as understand it if being done outside)				
Sci - improve scientific credibility of DFG	<p>Analysis does not always include peer review</p> <p>Public distrusts the decision-making process</p> <p>Perception that science is being manipulated</p> <p>Transparency of science and decision making is inadequate</p> <p>Science information is not applied or not available in a timely manner</p>	Sci10 (Table 2). Ensure decisions made by managers are informed by best available, peer reviewed science	<ul style="list-style-type: none"> – Establish proper procedures to ensure a decision-making process and use of science that is transparent, trustworthy and is useful. – Require Independent, external peer review of the science. – Prescribe a paradigm for conduct and use of science in developing policy and implementing resource management. <ul style="list-style-type: none"> a. Integrate the scientific method into research, monitoring and management activities of DFG by rigorous design and testing of null hypotheses and incorporation of other sources of scientific information as appropriate (e.g., descriptive studies, traditional ecological knowledge, strong inference, social science). – Require a procedural step of effects analysis or risk assessment in all agency determinations that rely on the use of information derived from scientific studies or use other sources of reliable knowledge. <ul style="list-style-type: none"> b. Define <i>Best Available Science</i> and standards for its application that conform to federal standards (statutory and common law). – Develop <i>Science and Biostatistics Committee Model</i> for DFG (see 1.b.ii.4) – Develop <i>Scientific Integrity Policy</i> to proscribe ethical rules of conduct for scientists, science program managers and other senior supervisors and procedures for investigating conflicts of interest and disciplining misconduct. – Develop <i>Science Quality Assurance Plan</i> to guide scientific efforts to produce timely, credible, objective results. <ul style="list-style-type: none"> – <i>Quality Assurance</i>: Rigorous internal and external review of study proposals. – <i>Quality Control</i>: Rigorous administrative and peer review of completed 				

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			<p>studies.</p> <ul style="list-style-type: none"> – Establish mechanisms to promote rigorous, thorough, independent scientific review of DFG resource management, scientific studies and reports, and monitoring program. (see 1.b.ii.4) – Provide appropriate separation in tasking but consistent dialogue between scientific staff that design, conduct, analyze, and interpret scientific studies and resource managers, regulators, and policy-makers 				
Sci - Integrate science (as defined as best available science; 2.i.3) from all relevant disciplines into policy development (includes economic and social, state versus federal)	In some cases, the science that informs decisions has not been fully integrated from all relevant disciplines.	Sci11 (Table 2). DFG policy makers are fully informed by science across disciplines from all relevant sources.	<ul style="list-style-type: none"> – Modify decision-making processes to facilitate integration across disciplinary and administrative boundaries (i.e., balancing test for sufficient time versus efficiency; e.g. one-year status review under CES). – Ensure independence of scientific programs from political influence. 				
Sci	There are disagreements/ disputes among the science	Sci12 (Table 2). Publicly acknowledge that there are disagreements within the science – be transparent about those choices.	<ul style="list-style-type: none"> – California Council on Science and Technology (equivalent of National Academies of Science) – peer review – use science consistencies (use independent scientific review) – Credible, published scientific data is produced in a scientific document. Both scientific methods are described. – Decision-making body acknowledges the differences in the science and explains the reason for why they chose the science used. 				

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ISSUE	PROBLEM(S)	Goal (Preceded by SF #)	Objectives	EXAMPLE(S) OF WAYS TO ACHIEVE GOAL	TIE(S) TO DFG STRATEGIC INITIATIVES	IMPLEMENT- ATION SCALE CRITERIA	TIME SCALE CRITERIA	FINANCIAL SCALE CRITERIA
SF - Trust and Transparency	Lack of trust between stakeholders and DFG (and within DFG)	SF6. Better articulate/define DFG and F&GC programmatic outcomes, identify deliverables and define measures of success	Improve accountability and transparency of programs and budgets	<ul style="list-style-type: none"> - New component drill – outputs and outcomes - Utilize information generated from identifying opportunities to leverage additional funding to improve efficiencies and effectiveness - Consider creating advisory committees for more DFG programs (create these a possible process to analyze existing/new mandates and what program delivery should look like) 				

Table 3: Common Theme: Integrated Resource Management (IRM)							
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CEO – Intergovernmental Communications	<ul style="list-style-type: none"> Lack of coordination with other state, federal, tribal & local government agencies and scientific research institutions State and federal agencies have overlapping responsibilities that when not aligned contribute to redundancy, confusion and/or policy & regulatory conflicts 	CEO4. Improve alignment of natural resource planning, policies & regulations CEO5a. Foster partnerships emphasizing science	<ul style="list-style-type: none"> Develop & improve relationships & info-sharing Leverage existing multi-agency venues (See Integrated Resource Management section of NRS recommendations for details) Participate in local and regional natural resource planning venues like IRWMs, LCCs, watershed efforts, etc. 	1, 4, 6			
GM - Management Approaches and Organizational Structures	Sub-optimal coordination with other agencies wastes time and money, causes conflicts, misses opportunities for partnerships, and often results in non-timely policy implementation	GM12. Coordinated, timely and appropriate management of California’s natural resources and wildlife	<ul style="list-style-type: none"> Provide DFG with resources to fully participate in cross cutting agency activities that leverage resources and existing processes Provide top-down encouragement to coordinate and partner with other agencies 				
NRS - Integrated Resource Management recognizes that no one agency	<ul style="list-style-type: none"> Uncoordinated resource governance and responsibilities among numerous federal, tribal, state & 	NRS4. Use existing organizational structures among resource management	Opportunities that can be leveraged: <ul style="list-style-type: none"> Growing acceptance of IRM approach Collaborative planning efforts are having successful outcomes Greater efficiencies are being realized by sharing information, expertise & resources across organizations 				

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(including DFG or F&GC) has sufficient responsibility, authority, expertise, or resources to ensure natural resource stewardship throughout California	<p>local agencies and organizations</p> <ul style="list-style-type: none"> • Unaligned patchwork of resource planning, policies & regulations • Inadequate sharing of data, information & knowledge (silos) • Duplication of effort, expertise & resources • Unintended consequences from mismatching or conflicting policies or regulations • Focus on single purpose or single species projects • Inadequate partnerships among federal, tribal, state, local, private & non-profit organizations 	<p>agencies and organizations to:</p> <ul style="list-style-type: none"> • Improve communication, coordination & collaboration • Align resource planning, policies & regulations for aquatic, terrestrial & marine ecosystems (and associated land, watershed & coastal management) • Share processes, tools, data, information, knowledge & expertise • Find collaborative, place-based solutions based on best available science and traditional knowledge • Focus on ecosystem-scale, multi-benefit 	<ul style="list-style-type: none"> • Numerous emerging multi-agency collaboratives/venues are acting as integrators <p>Support and participate in multi-agency collaboratives:</p> <ul style="list-style-type: none"> • Strategic Growth Council • California Biodiversity Council • Ocean Protection Council • CA Landscape Conservation Cooperative • Delta Stewardship Council • Water Plan State Agency Steering Committee • Conservancies • Resource conservation districts • Integrated regional water management groups • Regional blueprint planning groups • Others <p>A next step to Integrate the Integrators, (with DFG and F&GC participation):</p> <ul style="list-style-type: none"> • Conduct intensive workshop(s) to describe existing challenges, lessons learned, common ground, overlaps, conflicts, drivers & trends, and potential responses/solutions • Develop joint IRM action plan describing ways to align resource planning, policies & regulations; to share people, processes & tools; and if needed to make minor organizational improvements. • Execute IRM memorandum of agreement among integrators to implement the joint IRM action plan <p>Other actions to promote IRM:</p> <ul style="list-style-type: none"> • In partnership, DFG and F&GC lead preparation and periodic updates of a strategic "California Biodiversity Plan" or "California Natural Resource Plan" [similar to the California Water Plan]. Plan could incorporate other DFG and F&GC plans (like the Wildlife Action Plan), and would be informed by related 				

Table 3: Common Theme: Integrated Resource Management (IRM)							
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		resource stewardship programs to solve multiple resource issues <ul style="list-style-type: none"> Promote, encourage and support public-private partnerships to advance all aspects of natural resource stewardship (planning, project implementation, financing, monitoring, data collection & exchange, analytical methods & tools, research, technology, and science) 	state, federal, tribal and local companion resource plans. As a strategic plan, it would include findings and recommendations in the form of a vision, goals, guiding principles, objectives, actions, and an implementation/finance plan. <ul style="list-style-type: none"> DFG and F&GC are active participants in future updates of the Environmental Goals & Policy Report (EGPR) DFG regional offices set regional resource management priorities and implement actions in concert with local/regional resource professionals and landowners DFG and F&GC partner with tribal governments and utilize and support their written integrated resource management plans and documents DFG and F&GC partner with resource users, including industry in both field research and resource management DFG and F&GC support and expand "advanced mitigation" programs at state and local levels in support of IRM projects 				
RP - Partnership/ Collaboration (All WGs)	DFG is limited in its ability and drive to coordinate with other governmental and non governmental entities, therefore missing opportunities to achieve goals and complete projects	RP13. Increase partnerships to leverage DFG resources RP14. Increase partnerships to leverage DFG fulfill its statutory obligation	<ul style="list-style-type: none"> Work with land owners, both private and those who may operate on leased state-owned ground, to build positive, trusting relationships which are mutually beneficial Goal 14 Coordination with other natural resources agencies, at tribal, local, state and federal levels Goals 13 and 14 Improve coordination with the University of California for increased science/ data assistance Goals 13 and 14 Increase coordination with local and tribal governments, and other 	Initiatives 4, 7			

Table 3: Common Theme: Integrated Resource Management (IRM)							
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			governmental agencies (admin; short; mid-high) Goal 14 [Not sure how this fits here]				
<p>Sci - Improve the scientific capacity of DFG</p> <p>(To assure that the process of science and information derived from scientific studies provide basis for and guide policy development and resource management carried out by DFG)</p>	Lack of funding and loss of key personnel coupled with many new unfunded mandates have hampered DFG's ability to achieve its mission.	Sci-1. Integrated resource management	<p>Establish a matrix that describes the interactive hierarchical structure of California agencies and extant offices within and outside DFG that use guidance from science in their oversight of, obligations for, and authorities for conservation and management of California's natural resources.</p> <p>Identify overlaps and potential gaps to allow streamlining of efficiency.</p>				

Table 4: Common Theme: Compliance (Enforcement)							
ISSUE	PROBLEM(S)	GOAL(S) (Preceded by WG #)	EXAMPLE(S) OF WAYS TO ACHIEVE GOAL	TIE(S) TO DFG STRATEGIC INITIATIVES	IMPLEMEN- TATION SCALE CRITERIA	TIME SCALE CRITERIA	FINANCIAL SCALE CRITERIA
CEO – Intergovernmental Communication	<ul style="list-style-type: none"> Lack of coordination with other state, federal, tribal & local government agencies and scientific research institutions State and federal agencies have overlapping responsibilities that when not aligned contribute to redundancy, confusion and/or policy & regulatory conflicts 	CEO4. Foster partnerships emphasizing science	<ul style="list-style-type: none"> Develop & improve relationships & info-sharing Leverage existing multi-agency venues (See Integrated Resource Management section of NRS recommendations for details) Participate in local and regional natural resource planning venues like IRWMs, LCCs, watershed efforts, etc. 	1, 4, 6			
CEO – External Communication & Outreach	<ul style="list-style-type: none"> Public lacks sufficient understanding of DFG and F&GC mission -- challenge for fostering public support for programs & partnerships Public does not sufficiently know about DFG and F&GC activities & accomplishments Wasted time and 	CEO5. Improve public awareness, perception, and understanding of the DFG and F&GC mission and accomplishments CEO6. Be involved with local communities CEO8. Provide clear instructions and access to hunting,	<ul style="list-style-type: none"> Have a point of contact in each Region Office who can respond to inquiries about DFG and F&GC efforts Utilize efforts by partners to promote DFG mission (i.e. The Humane Society enforcement efforts, resource conservation district land owner outreach) Increase DFG presence in the local community including public outreach events and local and regional resource management efforts. Provide information on regulations and events online and by phone -- with limited written materials Make information available in a regionally and culturally appropriate methodology Allow more regional control in providing information to and interacting 	1, 4, 6			

Table 4: Common Theme: Compliance (Enforcement)							
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	<p>money on the part of the public and DFG in getting information</p> <ul style="list-style-type: none"> Some public & partners have experienced negative/frustrating interactions with DFG staff -- made numerous contacts to find information Some communities have been marginalized (e.g. rural & minority communities) External partners may not be aware of DFG programs, likewise DFG may not aware of what external partners are doing. The regulated community does not always understand new regulations or when and where they are effective 	<p>fishing & environmental regulations in multiple languages and formats</p> <p>CEO9. Use regionally appropriate methods</p> <p>CEO10. Improve information for the regulated community</p>	<p>with the local public.</p> <ul style="list-style-type: none"> Hire staff regionally that match the regional make up. Simplify regulations in order in order to communicate them more effectively Have an online tracking process for permits so an applicant can follow their application through the process Offer more workshops to help in the preparation of permit applications 				
GM - Recruitment and Retention	Turnover in department employees leading to	GM13. Retention of qualified	<ul style="list-style-type: none"> Evaluate internal DFG pay equity Evaluate pay equity of DFG employees to other state personnel classes 				

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	loss of organizational knowledge, inconsistent customer service and increased training and recruitment costs	employees	<ul style="list-style-type: none"> - Increase or redirect funding to close the salary gap for DFG employees - Train and educate all employees, whether new or promoted - Review current policies and procedure manuals to be sure they are adequate and being used to their fullest extent by management and employees - Examine the training approaches of other state agencies and departments - Establish performance reviews and financial rewards for superior work on an annual basis - Establish employee recognition/awards programs for superior work, and advertise them throughout DFG to motivate others to perform superior work 				
GM - Enforcement	Fish and wildlife populations and habitats are adversely impacted by illegal activities	GM16. High compliance with Fish and Game Code (and other laws impacting habitats and wildlife)	<ol style="list-style-type: none"> 1. Increase effectiveness of enforcement <ul style="list-style-type: none"> • More wardens (requires funding more warden positions and addressing collective bargaining issues) • Well trained/well equipped wardens (for example, some boats inoperable, planes limited, wardens and other peace officers are using incompatible communication systems) • Coordinate internal DFG information systems (include info on ALDS on violators) • More or more effective enforcement partnerships • Increase both fines and penalties with fines used to pay resources needed to implement 2. Increase effectiveness of education and outreach activity - make sure everyone knows the laws and the consequences of breaking them. 3. Increase successful prosecutions <ul style="list-style-type: none"> • Educate district attorneys and Judges • Develop a cadre of experienced prosecutors to charge and try these cases [funded by fines?] (e.g. circuit DA system.) 				

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			(additional examples to be added in the future)				
NRS - Theme: Tools to Promote Natural Resource Stewardship A) Enforcement [The Enforcement Tool is related to the Regulatory & Permitting WG]	Staff not able to enforce regulations; improvement and standardization of enforcement methods is needed	NRSA. Provide sufficient funding to attract, maintain adequate enforcement branch	Seek additional funding				
NRS -Tools A	Need to better address resource concerns and damage (e.g., chemical poisoning to wildlife, safety issues for hunters) related to the proliferation of marijuana on public lands, in partnership with other land managers.		Change the way management is funded, from focus on number of plants eradicated to eradication and restoration				
RP - Statute	Fish and Game has a broad and sometimes conflicting code. Legislature does not have clear understanding that unfunded mandates have consequences.	RP1. Create a clear body of law to govern issues related to the California Department of Fish and Game (DFG) RP2. Create a code	<ul style="list-style-type: none"> - Prioritize, clarify and coordinate mandates, starting with unfunded and underfunded Goals 3 and 4 - Transfer mandates to appropriate other agencies if in better position to implement (stat; mid-long) Goals 3 and 4 - [Not sure this one fits here] [As a mechanism to create this clarity and consistency, coordinate with local and tribal governments, and other governmental agencies.] - Review types of infractions to determine if should be raised from a 	Initiative 4	Administrative and Statutory	Mid-term	Initial costs, but could lead to potential long-term savings.

Table 4: Common Theme: Compliance (Enforcement)							
ISSUE	PROBLEM(S)	GOAL(S) (Preceded by WG #)	EXAMPLE(S) OF WAYS TO ACHIEVE GOAL	TIE(S) TO DFG STRATEGIC INITIATIVES	IMPLEMEN- TATION SCALE CRITERIA	TIME SCALE CRITERIA	FINANCIAL SCALE CRITERIA
		that has greater clarity and consistency. RP3. Create a code that has the ability to be properly enforced.	misdemeanor to a felony (such as abalone violations) (stat; mid; high) goal 3 <ul style="list-style-type: none"> – Ask California Law Revision Commission to clean up code (stat; mid-high; high) Goals 1 and 2 – [Not sure this one fits here] 				
RP - Enforcement	Lack of DFG wardens Lack of resources to enforce DFG laws Lack of coordination among agencies Lack of consistency in the prosecution phase	RP18. Increase and ensure consistent enforcement of DFG laws RP19. Increase and ensure consistent prosecution of DFG laws	<ul style="list-style-type: none"> – Increase the number of and enforcement ability of DFG wardens Goal 18 (admin, short, high) – Review types of infractions to determine which should be raised from misdemeanor to felony (such as abalone violations). Work with current wardens to do this task. Goal 18 (stat, mid, mid cost) – Increase DFG ability to gather evidence as needed to enforce laws Goal 19 [What does this mean? Lack of training, lack of time or not valued by the organization? Perhaps delete?] – Improve coordination with the AG’s Special Prosecutor-- Create Special District Attorney capacity focused on F&G Code violations (housed in Sacramento) to assist county district attorney on enforcement. Goal 19 (admin, short, high cost) – Increase communication and coordination with other law enforcement agencies Goal 18 [How does this tie back to the goal? Will this lead to better reporting and thus more consistent enforcement. Linked to the next bullet.] – Provide education to other law enforcement agencies about DFG laws Goal 18 – Improve consistency of staff understanding of statutes Goal 18 [Is the addressing just enforcement staff or all staff? I assume that wardens get together for requalification and refreshers on a regular basis (annually or semi annually?)] – Educate judicial branch about DFG laws Goal 19 	Initiatives 2, 4, 6			

Table 5: Common Theme: Staff Development							
ISSUE	PROBLEM(S)	GOAL(S) (Preceded by WG #)	EXAMPLE(S) OF WAYS TO ACHIEVE GOAL	TIE(S) TO DFG STRATEGIC INITIATIVES	IMPLEMEN- TATION SCALE CRITERIA	TIME SCALE CRITERIA	FINANCIAL SCALE CRITERIA
CEO- Internal Communication & Training	<ul style="list-style-type: none"> Staff are unable to answer public questions outside their area of expertise because they are not familiar with the work ongoing in other DFG regional offices and/or headquarter divisions/branches DFG staff work is not sufficiently aligned 	CEO1. Staff are knowledgeable of DFG and F&GC programs, policies and regulations CEO2. Staff are effective communicators CEO3. Staff have better accessibility, accuracy & timelines of program/project information	<ul style="list-style-type: none"> Develop a formal communications plan Develop repository of communication & outreach processes & tools like contact information, event schedules, program overviews & status, and announcements Define communication roles & responsibilities among headquarters and Regional Offices Provide orientation/ refresher training for all DFG staff to learn about programs, policies & regulations, and communication protocols & tools Require customer service training for staff to better interface with the public and respond to questions. 	1, 4, 6			
GM - Organizational Vitality/Focus	The California department of Fish and Game (DFG) doesn't appear to have a way to measure performance to determine whether it is reaching its goals and/or accomplishing its mission	GM1. A unified department fulfilling its mission with measurable goals that are periodically evaluated	<ul style="list-style-type: none"> Document and update policies Require work plans, timelines, etc. and conduct periodic performance evaluations Long-term strategy: Consider requiring the California Fish and Game Commission (F&GC) to set DFG priorities and give the F&GC budget authority to ensure proper implementation of priorities by DFG F&GC determines direction/priorities of DFG 				
GM - Management Approaches and Organizational Structures	DFG priorities set by funding results in conflicting responsibilities (e.g. use of resources and conservation)	GM11. Priorities established by objective with resources allocated accordingly	<ul style="list-style-type: none"> Review responsibilities and mandates (see goal #2) Establish policies and/or criteria which allow for prioritization 				

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GM - Recruitment and Retention	Turnover in department employees leading to loss of organizational knowledge, inconsistent customer service and increased training and recruitment costs	GM13. Retention of qualified employees	<ul style="list-style-type: none"> - Evaluate internal DFG pay equity - Evaluate pay equity of DFG employees to other state personnel classes - Increase or redirect funding to close the salary gap for DFG employees - Train and educate all employees, whether new or promoted - Review current policies and procedure manuals to be sure they are adequate and being used to their fullest extent by management and employees - Examine the training approaches of other state agencies and departments - Establish performance reviews and financial rewards for superior work on an annual basis - Establish employee recognition/awards programs for superior work, and advertise them throughout DFG to motivate others to perform superior work 				
GM - Recruitment and Retention	Insufficient training resulting in employees providing inconsistent services (due to lack of knowledge) and less focused on organizational goals	GM14. Trained and knowledgeable employees	<ul style="list-style-type: none"> - Provide a thorough orientation to new DFG employees 				
GM - Recruitment and Retention	F&GC members may not have the background knowledge sufficient to make well informed decisions	GM15. Knowledgeable F&GC members	<ul style="list-style-type: none"> - Required training for new F&GC members similar to that required of NOAA's fishery management council members - Required attendance at semi-annual meetings of Western Association of Fish and Wildlife Agencies 				
NRS - Theme: Tools to Promote Natural Resource Stewardship	Staff not able to enforce regulations; improvement and standardization of enforcement methods is needed	NRSA. Provide sufficient funding to attract, maintain adequate enforcement branch	Seek additional funding				

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A) Enforcement [The Enforcement Tool is related to the Regulatory & Permitting WG]							
NRS - Tools A	Need to better address resource concerns and damage (e.g., chemical poisoning to wildlife, safety issues for hunters) related to the proliferation of marijuana on public lands, in partnership with other land managers.		Change the way management is funded, from focus on number of plants eradicated to eradication and restoration				
RP - Personnel (All WGs)	Staff lacks necessary training to aptly perform their jobs and lacks opportunities for continuing education Leadership (supervisors and managers) in DFG need to be held accountable for their actions	RP15. Develop a work force that is capable of proper management RP16. Develop a work force that is capable of proper communication with the general public RP17. Develop a work force that is capable of encouraging professional development	<ul style="list-style-type: none"> - Communication training for all employees Goal 16 - Ensure that hiring policies are consistent with promoting those with proper management experience and training. Goal 15 - Provide management training/Require meaningful continuing education at the all staff level (leadership training – specifically for Supervisors and Managers) Goals 15 and 17 [Provide/encourage cross-program training, mentoring and coaching? The goes back to communication between ecological services and wildlife branches up in Structure.] - Offer CESA training Goal 17 - Allow and encourage for publishing of scientific documents Goal 17 - Increase opportunity for professional development Goal 17 	Initiatives 1, 2, 6			

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Sci – Scientific capacity	DFG lacks scientific capacity in certain areas, (e.g. modeling expertise)	Sci2 (Table 2): Core areas – retain and expand internal science capacity.	<ol style="list-style-type: none"> 1. Assess the current scientific capacity and capability of DFG. <ol style="list-style-type: none"> a. Create database of current employees with procedural (e.g., permit processing and issue; coordination of issues and needs among offices and external organizations) and substantive (e.g., assess needs for directed scientific studies; develop plans for scientific studies; conduct or collaborate in directed scientific studies) scientific roles in developing and implementing DFG policy. 2. Recruit, hire, and retain personnel with expertise in designing scientific studies, conducting rigorous data collection, understanding and developing scientific models, analyzing data obtained from research and monitoring, and reporting and interpreting scientific studies generated from DFG staff and outside collaborators. 				
Sci – Scientific capacity	<p>DFG lacks scientific capacity in certain areas, (e.g. modeling expertise)</p> <p>There is current disorganization of how science is managed within DFG</p>	Sci5 (Table 2): Establish scientific program offices	<p>Establish appropriate scientific program offices and entities, including:</p> <ol style="list-style-type: none"> 1. An <i>Office of Resource and Population Assessment</i> (in support of scientifically rigorous modeling efforts). 2. A <i>Research Branch</i> (to promote scientifically rigorous studies and other data collection efforts). 3. A <i>Monitoring Branch</i> as either stand alone entity with direct integration with the <i>Research Branch</i> or as a sub-group of the <i>Research Branch</i>. 4. An independent multidisciplinary <i>Science Advisory Panel (i.e., SAP; or a Science and Biostatistics Committee)</i> to provide independent scientific review and guidance on DFG planning products, management plans, monitoring designs, and focused studies (see 2.ii). <ol style="list-style-type: none"> a. Ensure that the SAP adopts multidisciplinary approaches that include contributions from appropriate disciplines of population biology, oceanography, ecology, economics, statistics, modeling, and social sciences. 				

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Sci - Improve scientific capacity	DFG is losing scientific expertise	Sci6 (Table 2). Improve recruitment and retention of qualified biologists	<ol style="list-style-type: none"> 1. Become competitive with other state agencies and the private sector in pay scale. Classifications need to be on par (equity and financially) with state and federal agencies 2. Provide for the continuing education of technical staff (including attendance at appropriate scientific conferences) 3. Establish basic requirements and appropriate incentives for personnel to publish in peer-reviewed scientific journals and deliver reports of similar quality. 4. Establish mechanisms that enhance recruitment of personnel from University of California and California State University campuses. 5. Encourage technical personnel to pursue advanced degrees. <p>Establish standards for personnel performance, review, and advancement that consider scientific contributions and application of science.</p>				

Table 6: Common Theme: Fish and Game Code							
ISSUE	PROBLEM(S)	GOAL(S) (Preceded by WG #)	EXAMPLE(S) OF WAYS TO ACHIEVE GOAL	TIE(S) TO DFG STRATEGIC INITIATIVES	IMPLEMEN- TATION SCALE CRITERIA	TIME SCALE CRITERIA	FINANCIAL SCALE CRITERIA
CEO – External Communication and Outreach	<ul style="list-style-type: none"> Public lacks sufficient understanding of DFG and F&GC mission -- challenge for fostering public support for programs & partnerships Public does not sufficiently know about DFG and F&GC activities & accomplishments Wasted time and money on the part of the public and DFG in getting information Some public & partners have experienced negative/frustrating interactions with DFG staff -- made numerous contacts to find information Some communities have been marginalized (e.g. rural & minority communities) External partners may not be aware of DFG 	CEO10. Improve information for the regulated community	<ul style="list-style-type: none"> Have a point of contact in each Region Office who can respond to inquiries about DFG and F&GC efforts Utilize efforts by partners to promote DFG mission (i.e. The Humane Society enforcement efforts, resource conservation district land owner outreach) Increase DFG presence in the local community including public outreach events and local and regional resource management efforts. Provide information on regulations and events online and by phone -- with limited written materials Make information available in a regionally and culturally appropriate methodology Allow more regional control in providing information to and interacting with the local public. Hire staff regionally that match the regional make up. Simplify regulations in order in order to communicate them more effectively Have an online tracking process for permits so an applicant can follow their application through the process Offer more workshops to help in the preparation of permit applications 				

Table 6: Common Theme: Fish and Game Code							
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	<p>programs, likewise DFG may not aware of what external partners are doing.</p> <p>The regulated community does not always understand new regulations or when and where they are effective</p>						
GM - Management Approaches and Organizational Structures	The legislature has only partially delegated authority to F&GC which wastes public resources and damages public trust	GM7. A F&GC with a clear mandate and authority to set policy for DFG	<ul style="list-style-type: none"> - Review delegation of authority and place it in legislature or with F&GC, not both (examples: Fees, hunting regulations) - F&GC have its own budget 				
GM - Management Approaches and Organizational Structures	Enabling code that is unclear about the roles and responsibilities of DFG and F&GC, and their relationship to each other, results in ineffective implementation of goals/mission	GM10. Clear roles, responsibilities and authorities	<ul style="list-style-type: none"> - Make changes that will improve F&GC and DFG's relationship with each other. - Require DFG director (and perhaps senior management) to be hired by, and report to, F&GC - Review and align responsibilities of DFG with F&GC - F&GC review of DFG budget (comments/recommendations sent to governor/legislature?) - F&GC should be limited to wildlife management for consumptive uses - Ecological issues should be addressed by professionals. 				
NRS - Regulations [The Regulation and Permits Tools are related to the Regulatory and Permitting WG]	Inter-agency Coordination is needed regarding regulations, including contradictory requirements (e.g., Water Rights Laws).	NRSE. Review the DFG code and coordinate it with other entities.	<ul style="list-style-type: none"> - Revise the Fish & Game Code and Title 14 Regulations - Adopt DFG Strategic Plan Initiative 5 priorities 				

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RP - Statute	<p>Fish and Game has a broad and sometimes conflicting code.</p> <p>Legislature does not have clear understanding that unfunded mandates have consequences.</p>	<p>RP1. Create a clear body of law to govern issues related to the California Department of Fish and Game (DFG)</p> <p>RP2. Create a code that has greater clarity and consistency.</p> <p>RP3. Create a code that has the ability to be properly enforced.</p> <p>RP4. Legislature understands the financial consequences on state agencies for the laws and their associated enforcement</p>	<ul style="list-style-type: none"> - Prioritize, clarify and coordinate mandates, starting with unfunded and underfunded Goals 3 and 4 - Transfer mandates to appropriate other agencies if in better position to implement (stat; mid-long) Goals 3 and 4 - [Not sure this one fits here] [As a mechanism to create this clarity and consistency, coordinate with local and tribal governments, and other governmental agencies.] - Review types of infractions to determine if should be raised from a misdemeanor to a felony (such as abalone violations) (stat; mid; high) goal 3 - Ask California Law Revision Commission to clean up code (stat; mid-high; high) Goals 1 and 2 - [Not sure this one fits here] 	Initiative 4	Administrative and Statutory	Mid-term	Initial costs, but could lead to potential long-term savings.

Table 7: Common Theme: Defining and Supporting Success							
ISSUE	PROBLEM(S)	GOAL(S) (Preceded by WG #)	EXAMPLE(S) OF WAYS TO ACHIEVE GOAL	TIE(S) TO DFG STRATEGIC INITIATIVES	IMPLEMEN- TATION SCALE CRITERIA	TIME SCALE CRITERIA	FINANCIAL SCALE CRITERIA
CEO vision and principles/values		<p>CEO Vision: A DFG and F&GC that are knowledgeable, responsive, efficient, transparent and adaptive in fulfilling their primary mission as stewards of California’s natural resources</p> <p>Communication Principles/ Values:</p> <ul style="list-style-type: none"> • Improve customer service to create a more knowledgeable and responsive DFG • Increase Efficiency and Effectiveness • Create a department that is proactive rather than reactive 					
GM - Organizational Vitality/Focus	DFG doesn’t appear to have a way to measure performance to determine whether it is reaching its goals and/or accomplishing its mission	GM1. A unified department fulfilling its mission with measurable goals that are periodically evaluated	<ul style="list-style-type: none"> – Document and update policies – Require work plans, timelines, etc. and conduct periodic performance evaluations – Long-term strategy: Consider requiring the California Fish and Game Commission (F&GC) to set DFG priorities and give the F&GC budget authority to ensure proper implementation of priorities by DFG – F&GC determines direction/priorities of DFG 				
GM - Organizational	Loss of organizational focus resulting from	GM2. Prioritized DFG activities, and/or	<ul style="list-style-type: none"> – Review under/un-funded mandates to determine which provide the most benefits and should be continued and which should be discontinued or 				

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Vitality/Focus	multiplicity of responsibilities coupled with inherent tension among those responsibilities	development of criteria for prioritizing activities, concentrating on those that provide the most significant benefits to the citizens of California	<p>removed as mandates (compare the multiple mandates to DFG mission)</p> <ul style="list-style-type: none"> - Explore whether DFG should continue to acquire and own lands without adequate long-term resources for management - Explore whether certain responsibilities belong in DFG (i.e. OSPR, etc.) - F&GC determining the direction/priorities of DFG to achieve a unified department fulfilling its mission with measurable goals that are periodically evaluated 				
NRS -DFG and F&GC)	Sustainable resource stewardship is challenged by escalating and at times conflicting societal needs/wants.	<p>NRS2. Sustainable (healthy and vibrant) natural resources stewardship by maintaining and protecting current and future public benefits from California's ecological (or natural) heritage, including:</p> <ul style="list-style-type: none"> • Ensuring ecological integrity now and into the future • Conserving species and features of particular priority or concern • Ensuring adequate water & stream flow of sufficient quality for state& federal trust resources. 	<ul style="list-style-type: none"> • Use ecosystem based management • Implement Effective and efficient actions • Have the same overall mission for DFG and F&GC 				
NRS - What are the attributes of natural resource stewardship?	Use and enjoyment versus ecological values	NRS3. Attributes: (could separate these onto one line each and list specific action items for each)	<ul style="list-style-type: none"> • Balance development/ecosystem services with natural resources goals/stewardship. • Natural resources when sustained provide ecological values. • Reach out to the scientific community for assistance in designing 				

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ISSUE	PROBLEM(S)	GOAL(S) (Preceded by WG #)	EXAMPLE(S) OF WAYS TO ACHIEVE GOAL	TIE(S) TO DFG STRATEGIC INITIATIVES	IMPLEMEN- TATION SCALE CRITERIA	TIME SCALE CRITERIA	FINANCIAL SCALE CRITERIA
	Sustainable resource stewardship is challenged by escalating and at times conflicting societal needs/wants. Could these attributes be converted to metrics?	<ul style="list-style-type: none"> • Sustain biodiversity • Sustain appropriate trophic levels • Sustain native species and their habitats and avert their extinction • Adaptively manage fish, wildlife and plant resources for their ecological values • Promote resilient and healthy ecosystems and the services they provide. • Support use and enjoyment of the resources by the public. 	management plans and conducting environmental reviews				
RP - Structure [Move to Governance and Mission WG?]	Organization of DFG often leads to unnecessary overlap of funds, employees, permitting and work load	<p>RP7. Restructure DFG in a way which reflects its main goals and strategic vision[What would we recommend for restructuring that would specifically lead to improvements in permitting and regulatory activities?]</p> <p>[Note this seems like more a method than a goal]</p>	<ul style="list-style-type: none"> – Determine organizational goals and priorities (create work plans that have specific timeframes related to goals in individual projects, programs and divisions) – Restructure based on consumptive and non consumptive use [Do we really want to reorganize based on consumptive and non consumptive use?] – Wildlife and Ecological Services branches should communicate more thoroughly [Not sure any of these examples achieve the described goals] 	Initiatives 2, 3			

Table 7: Common Theme: Defining and Supporting Success							
ISSUE	PROBLEM(S)	GOAL(S) (Preceded by WG #)	EXAMPLE(S) OF WAYS TO ACHIEVE GOAL	TIE(S) TO DFG STRATEGIC INITIATIVES	IMPLEMEN- TATION SCALE CRITERIA	TIME SCALE CRITERIA	FINANCIAL SCALE CRITERIA
Sci – Scientific capacity	Databases don't share standardized, integrated format – siloing issue within the dept Data are collected and filed away unused Don't always know why data is being collected	Sci7 (Table 2) - Enhance data management systems employing new technologies (i.e. GIS databases, Marine Map) For data/ information gaps, and filling monitoring needs. partnerships should be established to determine who will gather scientific information – avoid duplication of efforts	Establish methods, guidelines, and policies for collecting, analyzing, and archiving data and other information generated by research, monitoring, and modeling efforts by DFG personnel. Coordinate/integrate methods, guidelines, and policies with other scientific data collection and archiving efforts to the extent possible..				

Table 7: Common Theme: Defining and Supporting Success (continued for Sustainable Financing)								
ISSUE	PROBLEM(S)	Goal (Preceded by SF #)	Objectives	EXAMPLE(S) OF WAYS TO ACHIEVE GOAL	TIE(S) TO DFG STRATEGIC INITIATIVES	IMPLEMEN- TATION SCALE CRITERIA	TIME SCALE CRITERIA	FINANCIAL SCALE CRITERIA
SF - Unbudgeted obligations	There is a disparity between desired and required outcomes and current funding levels - underfunded mandates	SF1. Better articulate/define DFG and F&GC programmatic outcomes, identify deliverables and define measures of success	Match DFG's activities with necessary funding	<ul style="list-style-type: none"> - Review and prioritize un or under- funded mandates. <i>How do you attempt to prioritize these?</i> - Define what new mandates will look like when implemented and what they will cost to implement - Feedback loop with legislature-- when a mandate is created there should be some feedback to the legislature on what the financial impacts are and what it would take to implement the mandate 	-	-	-	-