

California Fish and Wildlife Strategic Vision Project
Governance and Mission Working Group Meeting Notes
September 21, 2011

1) Organizational vitality within California Department of Fish and Game (DFG) and California Fish and Game Commission (F&GC)

<p>a) Mission oriented</p>	<p>Modernized and revamped DFG and commission for the next century</p> <p>Employees striving toward common goal</p> <p>Allow employees to say Yes – not just being able to say “No”</p>
<p>b) Broad-based priority setting (i.e., land ownership)</p>	<ul style="list-style-type: none"> • One example - Establish consistent land management and acquisition policy <ul style="list-style-type: none"> Include partnerships in setting priorities Kehoe AB 436 re NGO hold title Nonpayment of property taxes <p>Example: Does OSPR belong in DFG?</p> <p>When acquiring land, does DFG have resources to manage?</p> <p>Is DFG able to meet statutory mandates?</p> <p>OSPR administrator does not have full management authority over spill responders</p> <p>Funds for spill prevention and response – statutorily controlled by OSPR but State Lands Commission is able to withdraw funds</p> <p>Problem: DFG has too many priorities and is over-mandated (DFG has produced list of projects – see unfunded/underfunded mandates document on website under 9/21 regulatory and permitting working group meeting). Document also includes mandates from outside Fish and Game Code (FGC)</p> <p>Recommendation – review DFG underfunded and unfunded mandates document. Most are underfunded – few un funded. FGC Section 710 notes that DFG given mandates that are not fully funded.</p> <p>Job of F&GC to set priorities? However, F&GC has no budget authority – structural issue?</p>

	<p>Nothing in code for F&GC to set priorities – sets policy. F&GC doesn’t have authority over DFG.</p> <p>Should compare multiple mandates against current DFG mission. Mission internally generated in the ‘90s – not legislatively mandated. is it possibly too broad?</p> <p>HOMEWORK – John Carlson and April Wakeman to review mission statement – and compare to mandates. Explore if DFG mission needs to be grounded in code and authority. By next WG meeting (a start). What about F&GC mission/vision?</p> <p>Who should have budget authority? Budget process is currently primary process for prioritization. It is the de facto prioritization process.</p> <p>Recommendation – Working group should look at possibility of creating budget process recommendation. Who should recommend annual DFG budget? F&GC? DFG?</p>
<p>c) Tools for achieving organizational vitality</p>	
<p>i) Effective communication systems (internal and external)</p>	<p>Communication WG addressing this issue</p>
<p>ii) Partnerships</p>	<p>Communication WG addressing this issue Need to leverage funding and staffing currently in place by using partnerships</p>
<p>iii) Management approaches (where are decisions made;</p>	<ul style="list-style-type: none"> • Document current policies • Establish a science panel comprised of senior DFG scientists representing multiple disciplines that advise the director on priority issues or projects

where does authority rest; accountability; manage risk)	<ul style="list-style-type: none"> • Flatten the organization increasing both accountability and knowledgeable representation of issues, [4 deputies to report to director] • HOMEWORK: Look at LAO report and Treanor Report • Management structure that allows professional wildlife management [guided by science] to report to elected body • Website for permitting • More managers/less rank and file leading to not enough staff for ‘lower grade’ jobs • Programs vs. regions (programs supposed to create policy; regions implement policy) – Not in practice. Regions micromanaged by programs. • Issue: Field vetos
iv) Use of technology and strategy for meeting mission	<ul style="list-style-type: none"> • ALDS – online licensing system • Difficulty in improving state systems • Put permitting status report online
v) Mentoring	

2) Evaluate management approaches and organizational structure options

a) Fish and Game Commission/Department of Fish and Game	F&GC <ul style="list-style-type: none"> • Director of DFG and senior management report to F&GC • Evaluate F&GC membership and structure (in Constitution – by may want to expand F&GC membership, require expertise, represent regions – would require constitutional amendment) • Treat F&GC with more responsibility • Diminish political influence • Expand number of commissioners • Representation – regional and/or interest group • Have budget review over DFG
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- Own budget
- Volunteer or professional?
- Cost increases as public participation and transparency increases
- Responsibility and authority different. Legislature has retained authority in many matters (licensing)
- Look at committee structure of F&GC – could address problems (i.e. add science committee to look at listed species)

DFG

- Prioritize mandates from legislature
- Prioritize mandates from F&GC
- Too many functions
- Presentation on DFG structure over 20 years?
- LAO Report
- Where are decisions made?
- When are decisions based on politics?
- Interaction of wildlife and ecological services divisions
- See OSPR notes above

*Should define if constitutional, legislative, regulatory, administrative action needed

Should test recommendations on paper by surveying WG

HOMEWORK: At next WG meeting presentation by Dan Taylor and Jennifer Fearing re: state agency responsibilities

Need to spend time on duties of F&GC – drives membership, size, etc.

Problem: F&GC is not fulfilling its duties to citizens of CA – not making science-based decisions fast enough. F&GC does not have time or expertise to get up-to-speed quick enough to address problems. F&GC has no independent way to look at problems

	<p>.Stakeholders need better opportunity to provide best available science – allow F&GC to look at different options.</p> <p>Can't set fishing and hunting regulations fast enough.</p> <p>Problem: Public doesn't have direct access to F&GC; DFG is gatekeeper.</p> <p>Problem: F&GC are volunteers and not full-time, workload too much – and not enough expertise to respond to issues.</p> <p>Problem: Stakeholders can't always get the attention of DFG – and F&GC relies on DFG for science.</p> <p>Problem – DFG doesn't operate as efficiently as possible (i.e., listed species).</p> <p>HOMEWORK: Before next WG meeting, identify the true problem a recommendation/suggestion is intended to address.</p> <p>Problem: Public not confident in F&GC</p> <p>Problem: Department director not independent from governor's office. Political interference a problem. The director and senior management need to report to independent body (i.e., F&GC)</p> <p>Problem: Director is not solely directed by science and law.</p>
<p>b) Integrated Resource Management</p>	<ul style="list-style-type: none"> • More rational resource management • Question: how do you manage - by species, program, watersheds, regions, etc.? • e.g. manage by watershed rather than by region • Separate hunting and fishing from ecosystem management? Not practical.? • Look at hunting and fishing as conservation management?

	<ul style="list-style-type: none"> • Problem: Can't manage one species – everything affects everything – plus species migrate from one region to another. Is there a way to look at resource management to address issue. Need to manage entire ecosystem. • Consider managing by Sierra Nevada region, high desert region (treat as part of Sierra Nevada region?), low desert region, coastal region, etc. Current DFG regions don't match geographical regions.
<p>c) Coordinate with other state departments</p>	<ul style="list-style-type: none"> • Overlapping responsibilities • Look at eliminating overlapping responsibilities • Need better coordination and communication between agencies • Issue: DFG permitting something, then more agencies opining about issue – sometimes at cross purposes • Idea: Put DWR under the auspices of F&GC <p>Natural Resources Stewardship WG addressing this issue. Recommendation – DFG participate in cross-agency programs such as Strategic Growth Council, etc.</p>
<p>d) Evaluate other states' and other CA agency approaches</p>	<p>See LOA and Treanor reports.</p> <p>HOMEWORK: Dan and Jennifer will make presentation at next WG meeting – 1 page matrix. Will send matrix to WG in advance.</p>
<p>e) Role of department and commission in regulatory programs</p>	<p>See above</p> <p>Feral Pigs need statutory solution.</p> <p>Need better organization of regulatory responsibilities. Ask regulatory and permitting WG to look at subject.</p> <p>Issue: Incomplete delegation of authority. Legislature retains some authority.</p>

3) Recruitment and Retention Opportunities and Challenges

<p>a) Evaluate pay equity within state personnel classes</p>	<ul style="list-style-type: none"> • Eliminate the career executive appointment (CEA) status of branch managers to protect service at this level from undue political interference. [They were civil service positions at one time.] • Develop a dual track path to career advancement leading to management and senior scientists with equal organizational and decision making status. • Problem: Shift to more managers and less rank and file
<p>b) Evaluate pay equity from an organizational perspective</p>	
<p>a) Training opportunities i) Identify the gaps ii) Assessment of training needs; refreshed iii) Orientation for new employees iv) Customer Service v) Management and Supervisory training</p>	<ul style="list-style-type: none"> • More, not just vision and mission • Orientation to: New employees New Commissioners • Review current policies and procedure manuals. Are they adequate? Being used? • Work plans
<p>b) Effective employee recognition</p>	<ul style="list-style-type: none"> • Performance reviews
<p>c) Gaps in skill sets</p>	

d) Evaluate other CA agencies' approaches	
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4) Enforcement, from field operations to prosecution

	<ul style="list-style-type: none">• Judges and district attorneys not enforcing citations. Looking at violent crime rather than crimes against 'nature'• Need to address structure – consider separate court to prosecute violations. Not a priority in local courts. Need to increase wardens (and their pay)• Identify or educate certain judges knowledgeable about wildlife crimes• See Huffman letter to Harris (CFWSV website)• Increase field communication among peace officers <p>Look at video of 9/14 Joint Executive Committee and BRCC meeting.</p>
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Volunteers for Next Round of Revisions

Writing – April Wakeman and Eileen Reynolds