

## STAFF SUMMARY FOR OCTOBER 17, 2018

**16. STRATEGIC PLANNING****Today's Item****Information** ☐**Action** ☒

This is a standing agenda item for 2018-19 FGC meetings as FGC develops a new strategic plan. Today is focused on the potential mission statement, vision statement and core values.

**Summary of Previous/Future Actions**

- |   |                                |
|---|--------------------------------|
| • First FGC strategic planning meeting  | Feb 22, 2018; Sacramento       |
| • Discussion of mission, vision, core values  | Jun 20-21, 2018; Sacramento    |
| • Discussion of draft potential mission, vision and core values                       | Aug 22-23, 2018; Fortuna       |
| • <b>Today's discussion and potential adoption of mission, vision and core values</b> | <b>Oct 17-18, 2018; Fresno</b> |
| • Next strategic planning discussion  | Dec 12-13, 2018; Oceanside     |

**Background**

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

Today's meeting marks the third focused on potential changes to FGC's mission and vision (Exhibit 1) and a potential statement of core values. In Jun 2018, FGC held its initial discussion and in Aug 2018 held a discussion with stakeholders in a "workshop" format using a set of draft core values, mission statement and vision statement prepared with FGC, public and staff input. After the Aug meeting, staff incorporated additional ideas and comments from the workshop into a new set of draft documents (Exhibit 2) that were then made available for public comment; nearly a dozen comments were received by Oct 4.

As we near the end of this phase of the strategic planning process, staff is seeking the assistance of a contractor with strategic planning expertise, in part to help ensure that the process stays on track for a complete and valuable product by FGC's 150-year anniversary. With FGC's consent, staff will seek outside funding for a contractor.

**Significant Public Comments**

A wide variety of comments were received on the core values, mission and vision, some extensive and detailed, and others only tangentially related to the request for comments; the contrast ranged from praise for FGC's "ambitious" effort and being "more inclusive of the needs and interests of the broader California public," to disappointment that the documents did not "include specific support of hunting and fishing activities" and an admonition for creating "milquetoast nothingness" and a "bland recital of aspirations...divorced from the actual work of the Commission."

## STAFF SUMMARY FOR OCTOBER 17, 2018

Staff has summarized the main elements of the public comments, and detailed the specific proposed changes, in Exhibit 3. The summary does not include *all* comments submitted by each commenter, but focuses mostly on those comments with specific suggestions or that provide rationale for proposed changes.

Comments were received from over 20 hunting and fishing conservation organizations (Exhibit 4), a half dozen non-governmental environmental organizations (exhibits 5-8), the Port of San Diego (Exhibit 9), a commercial fisherman (Exhibit 10), and several members of the public (Exhibit 11). Given the degree of discordant comments and suggestions for changes, staff is seeking additional guidance from FGC on the types of changes to incorporate into the core values, vision statement and mission statement.

### Recommendation

**FGC staff:** Given the degree of discordant comments and suggestions for changes, provide staff with direction on potential changes to the draft core values, and mission and vision statements for potential adoption at the Dec 12-13, 2018 FGC meeting.

### Exhibits

1. [Current FGC mission and vision statements](#), adopted in 1998
2. [Draft potential core values, mission statement and vision statement](#), dated September 23, 2018
3. [Summary table of public comments and proposed changes](#), dated Oct 5, 2018
4. [Email from the American Sportfishing Association and 20 other](#) hunting and fishing conservation organizations, received Oct 4, 2018
5. [Email letter from Camilla Fox and John Hadidian, Project Coyote](#), received Oct 2, 2018
6. [Email from Jean Su, Center for Biological Diversity](#), received Oct 4, 2018
7. [Email from Amber Shelton, Environmental Protection Information Center](#), received Oct 4, 2018
8. [Email from Marilyn Jasper on behalf of Public Interest Coalition](#), Sierra Club Placer Group, and Humane Society of the Sierra Foothills, received Oct 4, 2018
9. [Email from Jason Giffen, Port of San Diego](#), received Oct 4, 2018
10. [Email from Bob Bertelli](#), received Oct 4, 2018
11. [Emails from Mary Mote, Art Seavey, Don Thompson, David Orong and Kris Nikolauson](#), received Sep 24-28, 2018

### Motion/Direction

Provide staff with direction on additional changes to the core values and mission and vision statements for potential adoption in December 2018.

**OR**

Moved by \_\_\_\_\_ and seconded by \_\_\_\_\_ that the Commission adopts the core values, a revised vision statement, and a revised mission statement as discussed today.

**California Fish and Game Commission**  
**Commission Mission and Vision Statements**  
*From 1998 Strategic Plan*

**Mission Statement**

The mission of the California Fish and Game Commission is, on behalf of California citizens, to ensure the long term sustainability of California's fish and wildlife resources by:

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

**Vision Statement**

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

# California Fish and Game Commission

## Draft Potential Commission Core Values

*September 23, 2018 Draft*

The California Fish and Game Commission (Commission) is considering adopting core values through its strategic planning process. Along with the mission and vision, core values form the foundation for all organizational activities, choices, decisions and actions. Core values are a governance tool that forms a framework for establishing policies, goals, objectives, strategies and procedures. Core values create a statement of priorities for how the Commission and its staff carry out their responsibilities, remaining fixed even as practices change in response to the changing world. Decision-making challenges are most significant at those times when the Commission and its staff must weigh one core value against another.

This document identifies potential core values as discussed during the Commission's August 22 strategic planning agenda item. While there are dozens of core values that could apply to the work of the Commission, there were six distinct "categories" of values identified as important for framing Commission and its staff's work: (1) Integrity, (2) Transparency, (3) Innovation, (4) Collaboration, (5) Excellence and (6) Stewardship.

To help inform the Commission's anticipated decision-making in October 2018 regarding potential core values and the mission and vision statements, it has requested public feedback in advance. **Comments are requested no later than Thursday, October 4, 2018 at [fgc@fgc.ca.gov](mailto:fgc@fgc.ca.gov).**

### **Integrity**

We hold ourselves to the highest ethical and professional standards, pledging to transparently fulfill our duties and deliver on our commitments, to ensure holistic consistency of expectations and outcomes. We hold ourselves accountable to act in accordance with our values, even when it is difficult. Our actions reflect honesty, truthfulness and accuracy.

### **Transparency**

We recognize the important and wide-ranging impacts the Commission's decisions have on California's wildlife, wildlife habitat and residents, and that these decisions should be made based on a variety of inputs in an open, inclusive and public process. We strive to communicate with our partners, our stakeholders and the public responsively and openly about how and why decisions are made. We use adaptive processes and consistently gather as much information as possible to ensure the Commission is best informed for thoughtful decision-making.

### **Innovation**

We respond to the ever-changing natural and human environments by evaluating the efficiency and effectiveness of our decisions and processes, identifying new ideas that challenge conventional wisdom and opportunities for innovation. We recognize that innovation always involves some element of risk, and that creative problem-solving and implementing forward-thinking solutions where value is added is key to meeting the constantly evolving needs of our

stakeholders and California's fish and wildlife. We take time to frame challenges, adapt and execute new and useful ideas, including applying science in new ways.

## **Collaboration**

We value collaboration, including teamwork and partnerships, in problem-solving and in developing policies and regulations. Teamwork is actively fostered and is one of the main ways we function. Collaborative efforts extend beyond the Commission and its staff to empower a diversity of stakeholders, other agencies, non-governmental organizations, and the people of California to participate in our problem-solving and decision-making processes.

We pursue productive and compassionate partnerships, rather than relationships solely based on a formal legal agreement, and celebrate one another's successes as we take them to the next level together. A partnership is a mutually beneficial arrangement that leverages resources to achieve shared goals between the partners, based on mutual respect, open-mindedness, trust, and genuine appreciation of one others' contribution.

## **Excellence**

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

## **Stewardship**

We hold the state's wildlife and their habitats in trust for the public, respecting that they have intrinsic value and are essential to the well-being of all California residents. We give attention to the environmental and human stressors that affect the resilience of our wildlife and their habitats. We use credible science to evaluate programs, policies and regulations that will help achieve our stewardship goals. We recognize the dynamic nature of science, and that it should include the evaluation principles of relevance, inclusiveness, objectivity, transparency, timeliness, verification, validation and peer review of information as appropriate.

# California Fish and Game Commission

## Draft Potential Commission Vision Statement

*September 23, 2018 Draft*

The California Fish and Game Commission (Commission) is considering potential changes to its vision statement, which is intended to describe how the future would look if the Commission achieves its mission. As a future-oriented declaration of the Commission's purpose and aspirations, the vision statement complements the mission statement to guide the Commission's work and inform goals and objectives. In short, the vision statement is an effort to bridge the present with the future.

During the Commission's strategic planning effort, discussions have been held within the context of asking what are the Commission's core values, and should the current mission and vision statements change. This document identifies the Commission's current vision statement as well as a suggested vision statement based on comments received to date and commission direction during its August 22-23, 2018 meeting.

To help inform the Commission's anticipated decision-making in October 2018 regarding potential core values and the mission and vision statements, it has requested public feedback in advance. **Comments are requested no later than Thursday, October 4, 2018 at [fgc@fgc.ca.gov](mailto:fgc@fgc.ca.gov).**

### Current Vision Statement

The vision of the Fish and Game Commission, in partnership with the Department of Fish and Wildlife and the public, is to assure California has sustainable fish and wildlife resources.

### Potential Vision Statement

The California Fish and Game Commission envisions creating a platform for transparency and open dialog where information, ideas and facts can be easily available, understood and discussed to support a biodiverse, natural California in which an array of native fish and wildlife thrives within dynamic ecosystems, supports diverse needs and uses, and inspires human interaction and enjoyment.

### Concepts Discussed for a Vision Statement

In considering how the current vision statement might be revised to better reflect a description of the world as it would exist if the Commission were to achieve its grandest aspirations, discussions evolved around six essential questions:

- What is the simple, powerful picture that the mission helps to create?
- What about the outcome is inspiring, engaging and memorable?
- What are the relatable, human, real-world aspects that help create inspiration and engagement?

- Is it possible to quantify the outcome with minimal interpretation?
- Can we think big and compelling without overselling?
- Does the vision align with our values?

Key concepts discussed over time that attempt to address the essential questions included:

- Ecological integrity and resiliency. Dynamic ecosystems that are adaptable to continuous change that is not yet fully understood.
- Endurance. To foster resilient ecosystems and populations. Because we are investing in the persistence of healthy populations, support restoration and enhancement of those populations.
- Abundance in a natural environment. Abundant terrestrial, aquatic and marine wildlife, and the habitats upon which they depend, in a natural state (in other words, not aquariums and zoos).
- Biodiversity. Protecting and conserving a diversity of aquatic and terrestrial wildlife, and their habitats, in California.
- People. Supporting diverse human uses and enjoyment. The Commission represents all Californians and can consider the needs of society and individuals within that broader context.
- Long-term sustainability. Ensuring that the people of California—all Californians—will be able to enjoy our fish and wildlife in perpetuity.
- Intrinsic value. To acknowledge the intrinsic value of wildlife and the habitat upon which it depends.
- Balance. Finding a middle-ground that supports both the living natural systems as well as human access to and use of the resources.
- Decision-making. As an independent decision-making body, to create a platform of transparency and open dialog where information, ideas and facts can be easily available, understood and discussed.
- Inspiration. An environment that inspires the human spirit, to be appreciated and revered.

# California Fish and Game Commission

## Draft Potential Commission Mission Statement

*September 23, 2018 Draft*

The California Fish and Game Commission (Commission) is considering potential changes to its mission statement in the context of thinking about and discussing what the Commission does, why it does what it does and for whom, and how the work of the Commission is different from other organizations. While the Commission's statutory authorities largely dictate the answers to the questions, those authorities do not provide a succinct and defining "story" that describes how the work of the Commission contributes to its vision.

To support the Commission's strategic planning effort, discussions have been held within the context of asking what are the Commission's core values and should the current mission and vision statements change.

This document identifies the Commission's current mission statement, a potential mission statement, and key concepts considered in developing the mission statement.

To help inform the Commission's anticipated decision-making in October 2018 regarding potential core values and the mission and vision statements, it has requested public feedback in advance. **Comments are requested no later than Thursday, October 4, 2018 at [fgc@fgc.ca.gov](mailto:fgc@fgc.ca.gov).**

### Current Mission Statement

"On behalf of California citizens, to ensure the long term sustainability of California's fish and wildlife resources by:

- Guiding the ongoing scientific evaluation and assessment of California's fish and wildlife resources,
- Setting California's fish and wildlife resource management policies and insuring these are implemented by the Department of Fish and Wildlife,
- Establishing appropriate fish and wildlife resource management rules and regulations, and
- Building active fish and wildlife resource management partnerships with individual landowners, the public and interest groups, and federal, state and local resource management agencies."

### Proposed Mission Statement

The California Fish and Game Commission provides leadership to ensure that California will have abundant, healthy, and diverse fish and wildlife, managed with public confidence and participation, through actions that are thoughtful, bold, and visionary in an ever-changing environment.

We recognize our public trust responsibilities as well as the cultural value of our fish and wildlife and, therefore, work collaboratively with other government agencies, non-



governmental organizations and the people of California to establish scientifically-sound policies and regulations that support the restoration, conservation and sustainability of California's fish and wildlife in their natural habitats, securing a rich outdoor heritage for all generations to experience and enjoy.

## **Concepts Considered in Developing the Mission Statement**

In considering how the current mission statement might be revised to better inspire action, staff discussed key concepts that are important to capture in a revised statement. The key concepts are intended to answer four essential questions:

- What does the commission do and why?
- How does the Commission do its work?
- For whom does the Commission do the work?
- What value does the Commission add that makes it unique?

Key concepts that answer the four questions and were considered in developing a revised mission statement include:

- Distinguishing the Commission from other fish and wildlife organizations as a policy- and regulation-setting body that protects and builds upon our conservation heritage.
- Using the Commission's authorities to reach out to other agencies to coordinate approaches and influence long-term ecosystem health.
- As a statewide agency, valuing the relationships we continue to build with our neighbors, partners, stakeholders, other agencies and visitors, and actively engaging the people of California in the work we do every day. Being committed to developing and maintaining strong partnerships with researchers, industry, communities, and other organizations.
- Stewarding California's fish and wildlife resources, shepherding them into the future through today's actions by making decisions that foster resilient and adaptive natural ecosystems which support an abundant, persistent and diverse array of healthy wildlife and their habitats.
- Using a transparent, inclusive, adaptive and precautionary approach that relies upon best readily-available science and public input to support informed and thoughtful decision-making that is responsive but also proactive.
- Creating opportunities for public use and enjoyment now and in perpetuity, which means balancing human benefits and enjoyment with the needs of the natural environment and facilitating public involvement in and appreciation for the natural environment.
- Doing its work for the people of California, the fish and wildlife resources themselves, and non-Californians who benefit from California's fish and wildlife resources.

**California Fish and Game Commission**  
**Public Comments on the Commission's Draft Potential Core Values and Vision and Mission Statements**  
*Comments received by October 5, 2018*

Commenter	Subject	Comment #	Summary of Comment	Proposed Change
<b>Core Values</b>				
<a href="#">Center for Biological Diversity</a>	Core Values - Integrity	1	<p>“to protect and hold California’s fish and wildlife and their greater ecosystems in the public trust”—This addition clarifies what the Commission’s “commitments” are and is consistent with section 710.5 of the Fish and Game Code and common law.</p> <p>“and a commonsense code of ethics”—As values can be subjective, the insertion of a “commonsense code of ethics” helps ensure an objective standard of integrity.</p>	We hold ourselves to the highest ethical and professional standards, pledging to transparently fulfill our duties and deliver on our commitments <u>to protect and hold California’s fish and wildlife and their greater ecosystems in the public trust</u> , to ensure holistic consistency of expectations and outcomes. We hold ourselves accountable to act in accordance with our values <u>and a commonsense code of ethics</u> , even when it is difficult. Our actions reflect honesty, truthfulness, <u>respect</u> and accuracy.
<a href="#">Public Interest Coalition , et al.</a>	Core Values - Integrity	2	We submit that the pledges “to transparently fulfill our duties...” and to responsibly gather information must include full disclosure of any real or potential conflicts of interest. Commissioners or staff that will be voting or creating documents for review, ISOR’s, staff reports and recommendations, etc., may benefit from an action item, or a change in policy, etc.	N/A
<a href="#">Center for Biological Diversity</a>	Core Values - Transparency	3	<p>“that solicits a diverse set of perspectives”—It is important that the core values statement include this addition to explicitly recognize the evolution of interested stakeholders (including consumptive and non-consumptive users) and the Commission’s efforts to engage new perspectives.</p> <p>“We ensure that our choice or order of decision-making made does not unfairly prioritize one interest group over others.”—Because the Commission faces numerous petitions and rulemakings, this addition serves to ensure that the Commission commits not to prioritizing one set of petitions or rulemakings over others given the different interest groups involved.</p>	We recognize the important and wide-ranging impacts the Commission’s decisions have on California’s wildlife, wildlife habitat and residents, and that these decisions should be made based on a variety of inputs in an open, inclusive and public process <u>that solicits a diverse set of perspectives</u> . We strive to communicate with our partners, our stakeholders and the public responsively and openly about how and why decisions are made. <u>We ensure that our choice or order of decision-making made does not unfairly prioritize one interest group over others</u> . We use adaptive processes and consistently gather as much information as possible to ensure the Commission is best informed for thoughtful decision-making.
<a href="#">Public Interest Coalition , et al.</a>	Core Values - Transparency	4	We submit that the pledges “to transparently fulfill our duties...” and to responsibly gather information must include full disclosure of any real or potential conflicts of interest. Commissioners or staff that will be voting or creating documents for review, ISOR’s, staff reports and recommendations, etc., may benefit from an action item, or a change in policy, etc.	N/A
<a href="#">American Sportfishing Association, et al.</a>	Core Values - Transparency	5	We agree with the need to incorporate “the best-available science” as well as other inputs.	We recognize the important and wide-ranging impacts the Commission’s decisions have on California’s wildlife, wildlife habitat and residents, and that these decisions should be made based on <u>the best-available science, as well as a variety of other inputs</u> in an open, inclusive and public process. We strive to communicate with our partners, our stakeholders and the public responsively and openly about how and why decisions are made. We use adaptive processes and consistently gather as much information as possible to ensure the Commission is best informed for thoughtful decision-making.
<a href="#">Center for Biological Diversity</a>	Core Values - Innovation	6	<p>“including climate change, development, and other threats”—As this section deals with “innovation,” it would be remiss if the statement does not explicitly mention climate change, human development, and other threats as actual drivers of our changing environment that demand truly innovative problem-solving and consideration.</p> <p>“best-available science, evolving concepts of wildlife management, and public values toward wildlife in new ways”—The mere application of science alone is not sufficient to guide innovative ideas on wildlife management. This recommended addition articulates the multiple aspects that the Commission should consider when creating innovative solutions:</p> <p>(i) “best- available science” ensures that the Commission take into account the best possible science, fully understanding that there may not exist answers to the exact scientific question at hand;</p> <p>(ii) while science is important, science alone is insufficient for some decisions, so the Commission’s consideration of “evolving concepts of wildlife management” is important to take into account the growing literature in this field; and</p> <p>(iii) “public values toward wildlife” is also essential to the Commission’s innovation in decision-making because it takes into account the diversity of values outside the Commission’s immediate purview.</p>	<p>We respond to the ever-changing natural and human environments, <u>including climate change, development, and other threats</u>, by evaluating the efficiency and effectiveness of our decisions and processes, identifying new ideas that challenge conventional wisdom <u>and historical biases</u>, and opportunities for innovation. We recognize that innovation always involves some element of risk, and that creative problem-solving and implementing forwardthinking solutions where value is added is key to meeting the constantly evolving needs of our stakeholders and California’s fish and wildlife. We take time to frame challenges, adapt and execute new and useful ideas, including applying <u>best-available science, evolving concepts of wildlife management, and public values toward wildlife</u> in new <u>and bold</u> ways.</p>

Commenter	Subject	Comment #	Summary of Comment	Proposed Change
<a href="#">American Sportfishing Association, et al.</a>	Core Values - Collaboration	7	California's sportsmen and women have been the Commission's primary supporters and constituents since its creation nearly 150 years ago. For over 80 years, sportmen and women have played a crucial role in funding conservation efforts and have been the commission's primary supporters and constituents. Hunting and fishing activities provide significant financial support for wildlife conservation, provide an incentive for private landowners to maintain their property as wildlife habitat, and are an important wildlife management tool in many cases. While we recognize that the Commission has a large and growing number of mandates, we also recognize that fish and wildlife conservation as it exists in California would quite simply not be possible without the cooperation, stewardship and funding that comes from the hunting and fishing communities.	<p>We value collaboration, including teamwork and partnerships, in problem-solving and in developing policies and regulations. <u>We understand the important heritage of hunting and angling in California and respect the significant contribution hunters and anglers make in terms of the revenues they contribute, including the on-the-ground partnership they provide to our conservation efforts. Teamwork with this stakeholder community and others is</u> actively fostered and is one of the main ways we function. Collaborative efforts extend beyond the Commission and its staff to empower a diversity of stakeholders, other agencies, non-governmental organizations, and the people of California to participate in our problem-solving and decision- making processes.</p> <p>We pursue productive and compassionate partnerships, rather than relationships solely based on a formal legal agreement and celebrate one another's successes as we take them to the next level together. A partnership is a mutually beneficial arrangement that leverages resources to achieve shared goals between the partners, based on mutual respect, open- mindedness, trust, and genuine appreciation of one others' contribution.</p>
<a href="#">Center for Biological Diversity</a>	Core Values - Collaboration	8	"historical biases"—See comment on Trasnparency for context. Given that the field of wildlife management and the history of the Fish and Game Commission's engagement with the public have been largely dominated by consumptive community members, it is important to recognize the existence of historical biases and understand that innovative solutions need to look beyond them.	<p>Collaboration - We value collaboration, including teamwork and partnerships, in problem-solving and in developing policies and regulations. Teamwork is actively fostered and is one of the main ways we function. Collaborative efforts extend beyond the Commission and its staff to empower a diversity of stakeholders, other agencies, non-governmental organizations, and the people of California to participate in our problem-solving and decision-making processes <u>and, where appropriate, engage in working groups that are fair and balanced.</u> We pursue productive and compassionate partnerships, rather than relationships solely based on a formal legal agreement, and celebrate one another's successes as we take them to the next level together. A partnership is a mutually beneficial arrangement that leverages resources to achieve shared goals between <u>and among</u> the partners, based on mutual respect, openmindedness, trust, and genuine appreciation of one anothers' contribution.</p>
<a href="#">Public Interest Coalition , et al.</a>	Core Values - Collaboration and Excellence	9	<p>Recognition of the “diversity of stakeholders” and “the people of California” being included in the “problem-solving and decision-making processes” is greatly appreciated. This is an area where the desired mutually beneficial arrangement that leverages resources to achieve “shared goals,” and deliver “fair and accessible services....” needs much more scrutiny.</p> <p>Although it may be subtle, we have observed a definite bias rather than shared goals when it comes to “leveraging” the resources. This is apparent in the often- skewed make-up of stakeholder working groups. Consumptives are, or have been, represented in percentages much greater than their numbers would warrant when compared to the State’s non-consumptive population. The inequality seems to ignore the fact that all fish, wildlife, natural resources, etc., belong to all stakeholders; yet non-consumptives are not included in such groups in ratios related to their numbers in California.</p>	N/A
<a href="#">Center for Biological Diversity</a>	Core Values - Stewardship	10	<p>“and, where appropriate, engage in working groups that are fair and balanced”—As we have been a participating stakeholder in the predator policy workgroup, we have been appreciative for that opportunity and see the great value in public working groups that tackle some of our most pressing wildlife issues today. We encourage the continued practice of work groups, and this addition would acknowledge the practice of such work groups as well as the importance that they be fair and balanced in terms of the stakeholder interests involved.</p> <p>“and greater ecosystems”—This addition acknowledges that the health of a species is also dependent on the health and functioning of its underlying ecosystem, which extends beyond a species' immediate habitat and takes into account other management actions that implicate the species.</p> <p>“including climate change, development, and other threats”—See comment on Innovation.</p>	<p>We hold the state's wildlife and their habitats <u>and greater ecosystems</u> in trust for the public, respecting that they have intrinsic value and are essential to the well-being of all California residents. We give attention to the environmental and human stressors, <u>including climate change, development, and other threats,</u> that affect the resilience <u>and health</u> of our wildlife and their habitats <u>and greater ecosystems.</u> We use credible <u>and the best-available</u> science, <u>as well as evolving concepts of wildlife management, and public values toward wildlife,</u> to evaluate programs, policies and regulations that will help achieve our stewardship goals. We recognize the dynamic nature of science, and that it should include the evaluation principles of relevance, inclusiveness, objectivity, transparency, timeliness, verification, validation and peer review of information as appropriate.</p>

Commenter	Subject	Comment #	Summary of Comment	Proposed Change
<a href="#">Project Coyote</a>	Core Values - Stewardship	11	<p>We firmly believe that the preponderance of wildlife policies and procedures have historically been driven by a consumptive-use community comprised of a powerful but small segment of the population. We feel your remit is to be as concerned about the non-game species of our state as about those pursued for recreational purposes.</p> <p>The draft stewardship statement represents an excellent step forward from concepts of the past that emphasized the sustainability of populations for recreational purposes. We are especially encouraged by the use of “intrinsic value” in this statement, and look forward to engaging in a dialogue with you about what this means and its implications. We hope and expect that the statement’s principal objective—to hold wildlife and their habitats in “trust for the public”—extends beyond the traditional concept of the Public Trust Doctrine (PTD) as formulated by some, and encourage you to create further guidance for the public on this. Science and policy belong in related but separate domains. Science may inform policy, but there are dimensions to the latter (e.g., ethical constructs) that lie beyond the reach of science.</p>	“We use credible science <u>and policy</u> to evaluate programs, policies and regulations that will help achieve our stewardship goals.”
<a href="#">American Sportfishing Association, et al.</a>	Core Values - Customer Service (new)	12	California’s sportsmen and women have been the Commission’s primary supporters and constituents since its creation nearly 150 years ago. For over 80 years, sportmen and women have played a crucial role in funding conservation efforts and have been the commission’s primary supporters and constituents. Hunting and fishing activities provide significant financial support for wildlife conservation, provide an incentive for private landowners to maintain their property as wildlife habitat, and are an important wildlife management tool in many cases. While we recognize that the Commission has a large and growing number of mandates, we also recognize that fish and wildlife conservation as it exists in California would quite simply not be possible without the cooperation, stewardship and funding that comes from the hunting and fishing communities.	<p><u>Customer Service</u>  <u>We recognize that in addition to the wildlife and habitats that depend upon our thoughtful management, many Californians rely upon the Commission to efficiently and effectively provide opportunities to pursue time-honored outdoor traditions such as hunting and angling. We are committed to enthusiastically supporting traditional hunting and angling activities, as well as the many Californians who enjoy them.</u></p>
<a href="#">Port of San Diego</a>	Core Values, Mission and Vision Statement	13	<p>Many of the elements proposed are also in alignment with the Port’s values, mission and vision. The Port’s mission is to protect the Tidelands Trust resources by provding economic vitality and community benefit through a balanced approach to the maritime industry, tourism, water and land recreation, environmental stewardship, and public safety. In line with this is a vision to be an innovative global seaport courageously supporting commerce, community and the environment.</p> <p>As it relates to a balance between natural resources and public use, we encourage the commission to include language that embraces our natural resources in a way that allows California to be self-reliant, and not depend on the resources of other nations. This could include providing support for existing, new, and emerging environmental and economically viable opportunities that can take advantage of our vast, renewable resources and assure that California has sustainable fish and wildlife resources for now and into perpetuity.</p>	N/A
<b>Vision Statement</b>				
<a href="#">American Sportfishing Association, et al.</a>	Vision	14	A key concept that needs to be more strongly incorproated into the vision statement is the idea that supporting diverse human uses and enjoyment, includes hunting and angling.	The California Fish and Game Commission envisions creating a platform for transparency and open dialog where information, ideas and facts can be easily available, understood and discussed to support a biodiverse, natural California in which an array of native fish and wildlife thrives within dynamic ecosystems, <u>supports diverse needs and uses, supports angling, hunting, consumptive as well as non-consumptive uses,</u> and inspires human interaction and enjoyment.
<a href="#">Center for Biological Diversity</a>	Vision	15	<p>“public values, best-available science, and law” — In addition to “information, ideas and facts,” public values, best-available science and existing law are also critical components to an open and transparent dialogue before the Commission. “Public values” are especially important to the Fish and Game Commission decisions because they account for the wide range of values that the public holds toward wildlife and transparently acknowledges both consumptive and non- consumptive values held in the state that should be taken into account in these fora.</p> <p>“inform the Commission’s decision-making in support of”—Because this is a vision statement for the Commission, the statement currently lacks the “action” associated with the creation of a transparent and open platform of discussion. This addition serves to apply the creation of that platform to inform the Commission’s decision-making.</p> <p>“values” and “for their intrinsic value”—The addition of “values” to the list of “needs and uses” accounts for the non- consumptive values of wildlife (i.e. intrinsic) and, critically, removes the capitalistic lens that many people have historically had toward wildlife as resources to be exploited. The Fish and Game Commission would be doing a great service in challenging these historical prejudices toward wildlife and emphasizing their intrinsic value as live beings.</p>	<p>The California Fish and Game Commission envisions creating a platform for transparency and open dialogue <u>where information, ideas, and facts, public values, best-available science and law,</u> can be easily available, understood and discussed to <u>inform the Commission’s decision-making in</u> support <u>of</u> a biodiverse, natural California in which an array of native fish and wildlife thrives within dynamic ecosystems, supports diverse needs, <u>values,</u> and uses, and inspires human interaction and enjoyment <u>for their intrinsic value.</u></p>

Commenter	Subject	Comment #	Summary of Comment	Proposed Change
<a href="#">Environmental Protection Information Center (EPIC)</a>	Vision	16	<p>The Public Trust Doctrine, in general, holds that certain lands, waters, and natural resources, such as beaches, navigable rivers, and wildlife, are held by the state in trust for the benefit of the public.</p> <p>The Vision Statement fundamentally changes the Commission's conception of itself from a body that works to maintain the state's wildlife resources into perpetuity—a charge that demands action, through rulemaking, to fulfill—to a body that provides a “platform” to discuss “ideas and facts” which it turn will “support” California's extent biodiversity and diverse needs and uses, and will “inspire human interaction and enjoyment.” The new statement fails to appreciate that the Legislature envisioned a different role for the Commission -- a deliberative body that creates the rules for our human use and interactions with wildlife.</p> <p>The vision and mission statements further depart from the clear intentions and purposes of the Commission set by the Legislature, as provided in the Fish and Game Code, such as Section 2052. A holistic review of the Code confirms the central obligation of the Commission, as phrased in the current Mission Statement.</p> <p>Similar to the proposed mission changes, the draft vision statement adds language that dilutes and weakens the overall vision of the Commission.</p>	<p><del>The California Fish and Game Commission envisions creating a platform for transparency and open dialog where information, ideas and facts can be easily available, understood and discussed to support a biodiverse, natural California in which an array of native fish and wildlife thrives within dynamic ecosystems., supports diverse needs and uses, and inspires human interaction and enjoyment.</del></p>
<a href="#">Project Coyote</a>	Vision	17	<p>Draft vision statement is more inclusive of the needs and interests of the broader California public, and we endorse its intent in that regard. We understand your interest in using the term “native” in this section where it does not appear in the Mission Statement, but hope you will acknowledge the Commission's role and responsibility for proper treatment and respect for all species.</p> <p>As a declaration of the Commission's objectives, we recommend you employ a more active voice here (e.g., rather than say “envisions creating,” consider “will be” or “is”), as well as shorten the statement, perhaps by dropping the text that follows “California.” We feel “biodiverse” will (or should) be understood to include all of the things mentioned thereafter. If this is not the case, we encourage that here and throughout your other drafts you modify the term “fish and wildlife” to “wildlife,” for the reason that wildlife refers to animals collectively.</p>	<p><del>The California Fish and Game Commission envisions creating will be a platform for transparency and open dialog where information, ideas and facts can be easily available, understood and discussed to support a biodiverse, natural California. in which an array of native fish and wildlife thrives within dynamic ecosystems, supports diverse needs and uses, and inspires human interaction and enjoyment.</del></p>
<a href="#">Public Interest Coalition , et al.</a>	Vision	18	<p>We strongly support the Commission's focus on assuring resource sustainability and appreciate its Strategic Plan (SP) Challenges and Goals (December 4, 1998). Because the Mission and Vision Statements are well established and accepted by most, we believe adopted core values must conform to those two foundational statements and the SP policy summaries.</p> <p>Use of the word “needs” in the phrase “...supports diverse needs and uses,” is problematic. It suggests “needs and uses” of humans. Native fish and wildlife should not be perceived as a commodity to “support” any needs or uses of people. It exists for its own sake in a hopefully ecologically balanced system. We urge rewording of that phrase to clarify by incorporating a more defined scope, such as, “...supports diverse ecological functions.”</p>	<p>The California Fish and Game Commission envisions creating a platform for transparency and open dialog where information, ideas and facts can be easily available, understood and discussed to support a biodiverse, natural California in which an array of native fish and wildlife thrives within dynamic ecosystems, supports diverse <del>needs and uses</del> <u>ecological functions</u>, and inspires human interaction and enjoyment.</p>
<b>Mission Statement</b>				
<a href="#">American Sportfishing Association, et al.</a>	Mission	19	<p>A key concept that needs to be considered in the mission statement is a recognition that the Commission is primarily responsible for regulating the take and possession of fish and wildlife in the state, and that California's sportsmen and women have been the Commission's primary constituency and are vital to wildlife conservation in this state.</p>	<p>The California Fish and Game Commission provides leadership to ensure that California will have abundant, healthy, and diverse fish and wildlife, managed with public confidence and participation, through actions <u>founded on the best-available science</u> that are thoughtful, bold, and visionary in an ever-changing environment.</p> <p>We recognize our public trust responsibilities, <del>as well as the</del> <u>including</u> cultural values of our fish and wildlife and, therefore, work collaboratively with other government agencies, non-governmental organizations and the people of California to establish scientifically-<del>sound-supported</del> <u>sound-supported</u> policies and regulations that support the restoration, conservation, <u>utilization and sustainable use</u> of California's fish and wildlife in their natural habitats, securing a rich outdoor heritage of hunting, angling and other recreational <u>consumptive and non-consumptive activities</u> for all generations to experience and enjoy.</p>

Commenter	Subject	Comment #	Summary of Comment	Proposed Change
<a href="#">Bob Bertelli</a>	Mission	20	<p>I am impressed by the word choices in Core Values pertaining to Stewardship. “We use credible science...” and “The dynamic nature of science”. However, In the Potential Mission segment [key concepts considered in developing a revised mission statement], the language is changed to read, “...that relies on the best readily available science...”.</p> <p>"Credible science" sets the bar high enough where the Commission has a resonable expectation of making informed, correct decisions when managing California’s resources. Credible science is rigorous in its methods of investigation, and has withstood equally rigorous inquiry to its validity. Understanding that because of the “Dynamic nature of science” it is Never Settled, but “Credible Science” should take precedent over “best readily available science” which is a lower standard, often being hot off the press, and may not have met proper science rigor.</p>	N/A
<a href="#">Center for Biological Diversity</a>	Mission	21	<p>“has and”—Because this serves as a mission statement, this change ensures that not only the future but also the <i>current</i> state of Commission leadership abides by this mission.</p> <p>“informed”— In addition to the three good adjectives describing Commission actions, the adjective “informed” serves to describe that decisions take into account abundant information including best-available science, policy perspectives, and statements of public values and opinion.</p> <p>“facing climate change, development and other threats”— Given our state’s national leadership on recognizing the grave threats of climate change to the health of California’s species and ecosystems as well as fundamental public health and safety, the Commission’s mission statement would be remiss should it not articulate and acknowledge the existential threats that climate change is wreaking on our wildlife and ecosystems. This type of recognition in the mission statement is important because it acknowledges that such unprecedented threat will indeed require bold and visionary action by the Commission to genuinely protect our wildlife and ecosystems.</p>	<p>The California Fish and Game Commission provides leadership to ensure that California <u>has and</u> will have abundant, healthy, and diverse fish and wildlife, managed with public confidence and participation, through actions that are thoughtful, <u>informed</u>, bold, and visionary in an ever-changing environment <u>facing climate change, development, and other threats</u>.</p>
<a href="#">Center for Biological Diversity</a>	Mission	22	<p>“to hold California’s fish and wildlife and their habitats in the public trust”—This qualifier serves to articulate what “our public trust responsibilities” precisely entail.</p> <p>“intrinsic”— This addition is important because it recognizes another essential value factor, in addition to “cultural,” of the state’s fish and wildlife.</p> <p>“and ecosystems”—This addition acknowledges that the health of a species is also dependent on the health and functioning of its underlying ecosystem, which extends beyond a species’ immediate habitat and takes into account other management actions that implicate the species.</p> <p>“as well as respects public values toward California’s fish and wildlife”—As stewards of the public for the state’s fish and wildlife, it is critical that the Commission adopt in its mission statement an acknowledgment of respecting the California public’s evolving values and perspectives on fish and wildlife. While the Fish and Game Commission has historically interacted with consumptive users of the state’s fish and wildlife, it is important that the views and perspectives of non-consumptive users are acknowledged and taken into account to counter- balance any potential historical biases to ensure fair and informed decision-making by the Commission. The growing presence of the non-consumptive community at Commission meetings is fairly recent in the history of the Commission’s public hearings, and welcoming this type of sea change and democratic participation would serve the Commission well in its mission statement. This addition serves to acknowledge the existence of multiple sets of public values and emphasizes the open-mindedness and respect of these diverse values that should be taken into account in decision-making.</p>	<p>We recognize our public trust responsibilities <u>to hold California’s fish and wildlife and their habitats in the public trust</u>, as well as the cultural <u>and intrinsic</u> value of our fish and wildlife and, therefore, work collaboratively with other government agencies, nongovernmental organizations and the people of California to establish scientifically- sound policies and regulations that support the restoration, conservation and sustainability of California’s fish and wildlife in their natural habitats <u>and ecosystems, as well as respects public values toward California’s fish and wildlife</u>, securing a rich outdoor heritage for all generations to experience and enjoy.</p>
<a href="#">Environmental Protection Information Center (EPIC)</a>	Mission	23	<p>The current Mission Statement is “to <u>ensure</u> the long term sustainability of California’s fish and wildlife resources....” The proposed text changes adds little of value and instead distracts from the Commission’s primary purpose, as set forth by the Legislature and as dictated by the Public Trust Doctrine.</p>	<p>The <del>Mission of the</del> California Fish and Game Commission provides leadership <del>to is to</del>, ensure that California will have abundant, healthy, and diverse fish and wildlife., <del>managed with public confidence and participation, through actions that are thoughtful, bold, and visionary in an ever-changing environment.</del> We recognize our public trust responsibilities as well as the cultural value of our fish and wildlife and, therefore, work collaboratively with other government agencies, <u>tribes</u>, non-governmental organizations and the people of California to establish scientifically-sound policies and regulations <del>that support to</del> <u>protect, enhance and restore</u> California’s <u>native</u> fish and wildlife in their natural habitats, <del>to</del> <u>securing</u> a rich outdoor heritage for all generations to experience and enjoy.</p>

Commenter	Subject	Comment #	Summary of Comment	Proposed Change
<a href="#">Project Coyote</a>	Mission	24	The proposed Mission Statement, again, improves and expands on the old statement to better reflect current times and interests. We offer no substantive changes excepting the above-mentioned change in “fish and wildlife,” see note 36 above.	N/A
<a href="#">Public Interest Coalition , et al.</a>	Mission	25	<p>The statement, “...establish scientifically-sound policies and regulations that support the restoration, conservation and sustainability of California’s fish and wildlife in their natural habitats,” is appropriate. However, we urge a revision at the end of that sentence (“...securing a rich outdoor heritage for all generations to experience and enjoy”). Please consider changing the word “enjoy” to “respect.” As currently worded, its meaning could be interpreted that fish and wildlife exist for human enjoyment, when human benefit should considered secondary.</p> <p>This perception or concern is reinforced in the “Concepts Considered...” (page 2 of the Mission Statement, second to last bulleted paragraph) with the word, “Creating opportunities for public use and enjoyment....” Balancing human benefits may sound reasonable, but we urge that the needs of the natural environment take top priority over any human benefits or enjoyment and be stated as such.</p>	<p>The California Fish and Game Commission provides leadership to ensure that California will have abundant, healthy, and diverse fish and wildlife, managed with public confidence and participation, through actions that are thoughtful, bold, and visionary in an ever-changing environment.</p> <p>We recognize our public trust responsibilities as well as the cultural value of our fish and wildlife and, therefore, work collaboratively with other government agencies, non-governmental organizations and the people of California to establish scientifically-sound policies and regulations that support the restoration, conservation and sustainability of California's fish and wildlife in their natural habitats, securing a rich outdoor heritage for all generations to experience and <del>enjoy</del> respect.</p>





October 4, 2018

Commissioner Eric Sklar  
 President, California Fish and Game Commission  
 1416 Ninth Street, Suite 1320  
 Sacramento, CA 95814

Dear President Sklar and Commissioners:

California's sportsmen and women have been the Commission's primary supporters and constituents since the Commission's creation nearly 150 years ago. The Commission has been a faithful steward of our wildlife resources, and our organizations have been proud partners in that endeavor. It is for that reason that we were both surprised and disappointed to find that the core values and revised vision and mission statement currently being considered by the Commission contains no reference to the hunting or fishing traditions that have defined the Commission's mission for over a century.

For over 80 years, sportsmen and women have played a crucial role in funding conservation efforts throughout the United States through the American System of Conservation Funding (ASCF). The American System is a "user-pays, public-benefits" structure, unique to the rest of the world, in which those that consumptively use public resources pay for the privilege, and in some cases have the right, to do so. This funding system has allowed the North American Model of Wildlife Conservation to become recognized as the most successful conservation framework in history. As America's original conservationists, sportsmen and sportswomen have a long and proud tradition of serving as stewards of our wildlife and natural land.

Nowhere is this truer than California. No other constituency contributes more money to the Department of Fish and Wildlife – and by extension the Commission – than sportsmen and



women. In 2017 alone, hunting and fishing license sales, in addition to monies generated through the Pittman-Robertson and Dingell-Johnson Acts was responsible for over \$125 million dollars in revenue to the Department. Hunting and fishing are an important part of California's heritage – so much so that Californians have enshrined the right to fish in our Constitution.

Regarding the Commission's September 23, 2018 draft core values and vision and mission statement, we believe these documents should include explicit support of hunting and fishing activities, as these are the traditional uses of wildlife regulated by the Commission. Additionally, these activities provide significant financial support for wildlife conservation, provide an incentive for private landowners to maintain their property as wildlife habitat, and are an important wildlife management tool in many cases. While we recognize that the Commission has a large and growing number of mandates, we also recognize that fish and wildlife conservation as it exists in California today would quite simply not be possible without the cooperation, stewardship, and funding that comes from the hunting and fishing community, and it is our strong feeling that this should be reflected in the Commission's strategic plan. To that end, we have attached some suggested language that we would like to see included in your final strategic planning documents.

The hunting and fishing communities have long enjoyed a unique and productive relationship with the Fish and Game Commission. As the Commission looks forward to its next chapter, we are eager to maintain and build upon that relationship, and are grateful for your consideration of our concerns.

Sincerely,

American Sportfishing Association  
Black Brant Group  
CAL-ORE Wetlands and Waterfowl Association  
California Bowmen Hunters  
California Deer Association  
California Houndsmen for Conservation  
California Rifle and Pistol Association  
California Sportfishing League  
California Waterfowl Association  
Coastside Fishing Club  
Congressional Sportsmen's Foundation  
The Grassland Fund  
National Open Field Coursing Association  
National Wildlife Turkey Federation - California Chapter  
Northern California Guides & Sportsmen's Association  
Rocky Mountain Elk Foundation  
Safari Club International - San Francisco Bay Area Chapter  
San Diego County Wildlife Federation  
Suisun Resource Conservation District  
Tulare Basin Wetlands Association  
Wild Sheep Foundation - California Chapter

# California Fish and Game Commission

## Recommended Commission Core Values

*October 4, 2018*

The California Fish and Game Commission (Commission) is considering adopting core values through its strategic planning process. Along with the mission and vision, core values form the foundation for all organizational activities, choices, decisions and actions. Core values are a governance tool that forms a framework for establishing policies, goals, objectives, strategies and procedures. Core values create a statement of priorities for how the Commission and its staff carry out their responsibilities, remaining fixed even as practices change in response to the changing world. Decision-making challenges are most significant at those times when the Commission and its staff must weigh one core value against another.

This document identifies potential core values as discussed during the Commission's August 22 strategic planning agenda item. While there are dozens of core values that could apply to the work of the Commission, there were six distinct "categories" of values identified as important for framing Commission and its staff's work: (1) Integrity, (2) Transparency, (3) Innovation, (4) Collaboration, (5) Excellence and (6) Stewardship.

To help inform the Commission's anticipated decision-making in October 2018 regarding potential core values and the mission and vision statements, it has requested public feedback in advance. **Comments are requested no later than Thursday, October 4, 2018 at [fgc@fgc.ca.gov](mailto:fgc@fgc.ca.gov).**

### Integrity

We hold ourselves to the highest ethical and professional standards, pledging to transparently fulfill our duties and deliver on our commitments, to ensure holistic consistency of expectations and outcomes. We hold ourselves accountable to act in accordance with our values, even when it is difficult. Our actions reflect honesty, truthfulness and accuracy.

### Transparency

We recognize the important and wide-ranging impacts the Commission's decisions have on California's wildlife, wildlife habitat and residents, and that these decisions should be made based on the best-available science, as well as a variety of other inputs in an open, inclusive and public process. We strive to communicate with our partners, our stakeholders and the public responsively and openly about how and why decisions are made. We use adaptive processes and consistently gather as much information as possible to ensure the Commission is best informed for thoughtful decision-making.

### Innovation

We respond to the ever-changing natural and human environments by evaluating the efficiency and effectiveness of our decisions and processes, identifying new ideas that challenge conventional wisdom and opportunities for innovation. We recognize that innovation always involves some element of risk, and that creative problem-solving and implementing forward-thinking solutions where value is added is key to meeting the constantly evolving needs of our

stakeholders and California's fish and wildlife. We take time to frame challenges, adapt and execute new and useful ideas, including applying science in new ways.

## **Collaboration**

We value collaboration, including teamwork and partnerships, in problem-solving and in developing policies and regulations. We understand the important heritage of hunting and angling in California and respect the significant contribution hunters and anglers make in terms of the revenues they contribute, including the on-the-ground partnership they provide to our conservation efforts. Teamwork with this stakeholder community and others is actively fostered and is one of the main ways we function. Collaborative efforts extend beyond the Commission and its staff to empower a diversity of stakeholders, other agencies, non-governmental organizations, and the people of California to participate in our problem-solving and decision-making processes.

We pursue productive and compassionate partnerships, rather than relationships solely based on a formal legal agreement and celebrate one another's successes as we take them to the next level together. A partnership is a mutually beneficial arrangement that leverages resources to achieve shared goals between the partners, based on mutual respect, open-mindedness, trust, and genuine appreciation of one others' contribution.

## **Excellence**

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

## **Stewardship**

We hold the state's wildlife and their habitats in trust for the public, respecting that they have intrinsic value and are essential to the well-being of all California residents. We give attention to the environmental and human stressors that affect the resilience of our wildlife and their habitats. We use credible science to evaluate programs, policies and regulations that will help achieve our stewardship goals. We recognize the dynamic nature of science, and that it should include the evaluation principles of relevance, inclusiveness, objectivity, transparency, timeliness, verification, validation and peer review of information as appropriate.

## **Customer Service**

We recognize that in addition to the wildlife and habitats that depend upon our thoughtful management, many Californians rely upon the Commission to efficiently and effectively provide opportunities to pursue time-honored outdoor traditions such as hunting and angling. We are committed to enthusiastically supporting traditional hunting and angling activities, as well as the many Californians who enjoy them.

# California Fish and Game Commission

## Recommended Commission Vision Statement

*October 4, 2018*

The California Fish and Game Commission (Commission) is considering potential changes to its vision statement, which is intended to describe how the future would look if the Commission achieves its mission. As a future-oriented declaration of the Commission's purpose and aspirations, the vision statement complements the mission statement to guide the Commission's work and inform goals and objectives. In short, the vision statement is an effort to bridge the present with the future.

During the Commission's strategic planning effort, discussions have been held within the context of asking what are the Commission's core values, and should the current mission and vision statements change. This document identifies the Commission's current vision statement as well as a suggested vision statement based on comments received to date and commission direction during its August 22-23, 2018 meeting.

To help inform the Commission's anticipated decision-making in October 2018 regarding potential core values and the mission and vision statements, it has requested public feedback in advance. ***Comments are requested no later than Thursday, October 4, 2018 at [fgc@fgc.ca.gov](mailto:fgc@fgc.ca.gov).***

### Current Vision Statement

The vision of the Fish and Game Commission, in partnership with the Department of Fish and Wildlife and the public, is to assure California has sustainable fish and wildlife resources.

### Potential Vision Statement

The California Fish and Game Commission envisions creating a platform for transparency and open dialog where information, ideas and facts can be easily available, understood and discussed to support a biodiverse, natural California in which an array of native fish and wildlife thrives within dynamic ecosystems, ~~supports diverse needs and uses,~~ supports angling, hunting, consumptive as well as non-consumptive uses, and inspires human interaction and enjoyment.

### Concepts Discussed for a Vision Statement

In considering how the current vision statement might be revised to better reflect a description of the world as it would exist if the Commission were to achieve its grandest aspirations, discussions evolved around six essential questions:

- What is the simple, powerful picture that the mission helps to create?
- What about the outcome is inspiring, engaging and memorable?
- What are the relatable, human, real-world aspects that help create inspiration and engagement?

- Is it possible to quantify the outcome with minimal interpretation?
- Can we think big and compelling without overselling?
- Does the vision align with our values?

Key concepts discussed over time that attempt to address the essential questions included:

- Ecological integrity and resiliency. Dynamic ecosystems that are adaptable to continuous change that is not yet fully understood.
- Endurance. To foster resilient ecosystems and populations. Because we are investing in the persistence of healthy populations, support restoration and enhancement of those populations.
- Abundance in a natural environment. Abundant terrestrial, aquatic and marine wildlife, and the habitats upon which they depend, in a natural state (in other words, not aquariums and zoos).
- Biodiversity. Protecting and conserving a diversity of aquatic and terrestrial wildlife, and their habitats, in California.
- People. Supporting diverse human uses and enjoyment, including hunting and angling. The Commission represents all Californians and can consider the needs of society and individuals within that broader context.
- Long-term sustainability. Ensuring that the people of California—all Californians—will be able to enjoy our fish and wildlife in perpetuity.
- Intrinsic value. To acknowledge the intrinsic value of wildlife and the habitat upon which it depends.
- Balance. Finding a middle-ground that supports both the living natural systems as well as human access to and use of the resources.
- Decision-making. As an independent decision-making body, to create a platform of transparency and open dialog where information, ideas and facts can be easily available, understood and discussed.
- Inspiration. An environment that inspires the human spirit, to be appreciated and revered.

# California Fish and Game Commission

## Recommended Commission Mission Statement

October 4, 2018

The California Fish and Game Commission (Commission) is considering potential changes to its mission statement in the context of thinking about and discussing what the Commission does, why it does what it does and for whom, and how the work of the Commission is different from other organizations. While the Commission's statutory authorities largely dictate the answers to the questions, those authorities do not provide a succinct and defining "story" that describes how the work of the Commission contributes to its vision.

To support the Commission's strategic planning effort, discussions have been held within the context of asking what are the Commission's core values and should the current mission and vision statements change.

This document identifies the Commission's current mission statement, a potential mission statement, and key concepts considered in developing the mission statement.

To help inform the Commission's anticipated decision-making in October 2018 regarding potential core values and the mission and vision statements, it has requested public feedback in advance. **Comments are requested no later than Thursday, October 4, 2018 at [fgc@fgc.ca.gov](mailto:fgc@fgc.ca.gov).**

### Current Mission Statement

"On behalf of California citizens, to ensure the long term sustainability of California's fish and wildlife resources by:

- Guiding the ongoing scientific evaluation and assessment of California's fish and wildlife resources,
- Setting California's fish and wildlife resource management policies and insuring these are implemented by the Department of Fish and Wildlife,
- Establishing appropriate fish and wildlife resource management rules and regulations, and
- Building active fish and wildlife resource management partnerships with individual landowners, the public and interest groups, and federal, state and local resource management agencies."

### Proposed Mission Statement

The California Fish and Game Commission provides leadership to ensure that California will have abundant, healthy, and diverse fish and wildlife, managed with public confidence and participation, through actions founded on the best-available science that are thoughtful, bold, and visionary in an ever-changing environment.

We recognize our public trust responsibilities, as well as the including cultural values of our fish and wildlife and, therefore, work collaboratively with other government



agencies, non-governmental organizations and the people of California to establish scientifically sound supported policies and regulations that support ~~the~~ restoration, conservation, utilization and sustainable leisure use of California's fish and wildlife in their natural habitats, securing a rich outdoor heritage of hunting, angling and other recreational consumptive and non-consumptive activities for all generations to experience and enjoy.

## Concepts Considered in Developing the Mission Statement

In considering how the current mission statement might be revised to better inspire action, staff discussed key concepts that are important to capture in a revised statement. The key concepts are intended to answer four essential questions:

- What does the commission do and why?
- How does the Commission do its work?
- For whom does the Commission do the work?
- What value does the Commission add that makes it unique?

Key concepts that answer the four questions and were considered in developing a revised mission statement include:

- Distinguishing the Commission from other fish and wildlife organizations as a policy- and regulation-setting body that protects and builds upon our conservation heritage.
- Using the Commission's authorities to reach out to other agencies to coordinate approaches and influence long-term ecosystem health.
- As a statewide agency, valuing the relationships we continue to build with our neighbors, partners, stakeholders, other agencies and visitors, and actively engaging the people of California in the work we do every day. Being committed to developing and maintaining strong partnerships with researchers, industry, communities, and other organizations.
- Stewarding California's fish and wildlife resources, shepherding them into the future through today's actions by making decisions that foster resilient and adaptive natural ecosystems which support an abundant, persistent and diverse array of healthy wildlife and their habitats.
- Recognizing that the Commission is primarily responsible for regulating the take and possession of fish and wildlife in the state, and that California's sportsmen and women are our primary constituency and are vital to wildlife conservation in this state.
- Using a transparent, inclusive, adaptive and precautionary approach that relies upon best readily-available science and public input to support informed and thoughtful decision-making that is responsive but also proactive.
- Creating opportunities for public use and enjoyment now and in perpetuity, which means balancing human benefits and enjoyment with the needs of the natural

environment and facilitating public involvement in and appreciation for the natural environment.

- Doing its work for the people of California, the fish and wildlife resources themselves, and non-Californians who benefit from California's fish and wildlife resources.

DRAFT



# PROJECT COYOTE

F O S T E R I N G   C O E X I S T E N C E



October 2, 2018

California Fish and Game Commission ("the Commission")

President Eric Sklar

Vice President Anthony Williams

Commissioner Jacque Hostler-Carmesin

Commissioner Russell Burns

Commissioner Peter Silva

Commission Executive Director Valerie Termini

*Sent via email (fgc@fgc.ca.gov)*

**Re: Draft "Core Values," "Stewardship," "Vision," and "Mission" statements for the California Fish and Game Commission**

Dear President Sklar, Vice President Williams, Commissioners, and Executive Director Termini,

We write on behalf of Project Coyote to thank you for the opportunity to comment on the draft "Core Values," "Stewardship," "Vision," and "Mission" statements created by the California Fish and Game Commission (Commission) through your strategic planning process. Project Coyote is a national non-profit organization based in Northern California whose mission is to promote compassionate conservation and coexistence between people and wildlife through education, science, and advocacy. We are deeply vested in the protection and conservation of California's wildlife, as well as in representing the many Californians who appreciate, enjoy, and benefit from wildlife and an association with the natural environment.

To preface our comments we will mention, but not belabor, the issue of asymmetry in wildlife protection and conservation in the United States. We firmly believe that the preponderance of wildlife policies and procedures have historically been driven by a consumptive-use community comprised of a powerful but small segment of the population. This is changing as the public majority has increasingly become involved in the protection and conservation of not only wild animals themselves, but the biological and ecological communities of which they are a part. We feel your remit is to be as concerned about the non-game species of our state as about those pursued for recreational purposes—which we hope is your position as well. We are fully aware of the fiscal, administrative, and logistical challenges you face with an expanded portfolio, and stand ready to support your efforts for continuing legislative reform to rebalance as necessary to meet future needs. Our specific comments and suggestions follow.

# PROJECT COYOTE

F O S T E R I N G   C O E X I S T E N C E



## Core values

We applaud the Commission for proposing to adopt a set of core values. It is important and appropriate that these values reflect the views of all Californians, and your internal standards indicate that your processes will strive to do so. We recommend as a future step that you follow your statements with action items that elaborate on how your core values will be accountably fulfilled. For example, under “Collaboration” you mention the effort you will commit to “empower” a diversity of stakeholders. A logical next step would be to articulate the processes through which you intend to do so.

## Stewardship

The draft stewardship statement represents an excellent step forward from concepts of the past that emphasized the sustainability of populations for recreational purposes. We are especially encouraged by the use of “intrinsic value” in this statement, and look forward to engaging in a dialogue with you about what this means and its implications. We hope and expect that the statement’s principal objective—to hold wildlife and their habitats in “trust for the public”—extends beyond the traditional concept of the Public Trust Doctrine (PTD) as formulated by some, and encourage you to create further guidance for the public on this. We suggest revising the sentence “We use credible science to evaluate programs, policies and regulations that will help achieve our stewardship goals” to read “We will use credible science *and policy* to evaluate programs and regulations that will help achieve our stewardship goals,” as we feel that science and policy belong in related but separate domains. Science may inform policy, but there are dimensions to the latter (e.g., ethical constructs) that lie beyond the reach of science.

## Vision Statement

As with other proposed changes, the draft vision statement is more inclusive of the needs and interests of the broader California public, and we endorse its intent in that regard. As a declaration of the Commission’s objectives, we recommend you employ a more active voice here (e.g., rather than say “envisions creating,” consider “will be” or “is”), as well as shorten the statement, perhaps by dropping the text that follows “California.” We feel “biodiverse” will (or should) be understood to include all of the things mentioned thereafter. If this is not the case, we encourage that here and throughout your other drafts you modify the term “fish and wildlife” to “wildlife,” for the reason that wildlife refers to animals collectively. We understand your interest in using the term “native” in this section where it does not appear in the Mission Statement, but hope you will acknowledge the Commission’s role and responsibility for proper treatment and respect for all species.

# PROJECT COYOTE

F O S T E R I N G   C O E X I S T E N C E



## Mission Statement

The proposed Mission Statement, again, improves and expands on the old statement to better reflect current times and interests. We offer no substantive changes excepting the above-mentioned change in “fish and wildlife.”

In closing, we thank you for this opportunity to comment on behalf of our organization and its members. This is a positive step toward greater inclusiveness and recognition of all the varied communities of interest who care about our state’s wildlife. We are keen on providing whatever future input will be productive in expanding and improving the important work you do on behalf of the citizens of this state.

Respectfully submitted,

Camilla H. Fox  
Project Coyote Founder & Executive Director

John Hadidian, PhD  
Project Coyote Science Advisory Board



*Sent via electronic mail*

October 4, 2018

California Fish and Game Commission (“the Commission”)  
Executive Director Valerie Termini  
President Eric Sklar  
Vice President Jacqueline Hostler-Carmesin  
Commissioner Russell Burns  
Commissioner Peter Silva  
Commissioner Anthony Williams

1416 Ninth Street, Room 1320  
Sacramento, CA 95814  
Fax: (916) 653-5040  
[fgc@fgc.ca.gov](mailto:fgc@fgc.ca.gov)

**Re: Center for Biological Diversity’s Comments on California Fish and Game Commission’s Core Values, Vision, and Mission Statements (September 23, 2018 draft)**

Dear President Sklar, Vice President Hostler-Carmesin, and Commissioners Burns, Silva, and Williams, and Executive Director Termini:

On behalf of the Center for Biological Diversity (“the Center”) and our over 100,000 members and supporters in California, we applaud your efforts to craft a core values statement and to revise the current mission and vision statements for the Fish and Game Commission (“the Commission”). We thank you for the opportunity to provide public comments on the September 23, 2018 drafts of these statements and look forward to your consideration of the comments below, as well as further dialogue and discussion where relevant, when adapting these statements in the near future.

## **I. CORE VALUES STATEMENT**

Our suggested revisions to the “Core Values Statement” are:

### **Integrity**

We hold ourselves to the highest ethical and professional standards, pledging to transparently fulfill our duties and deliver on our commitments to protect and hold California’s fish and wildlife and their greater ecosystems in the public trust<sup>1</sup>, to ensure holistic consistency of expectations and outcomes. We hold ourselves accountable to act in accordance with our values and a commonsense code of ethics<sup>2</sup>, even when it is difficult. Our actions reflect honesty, truthfulness, respect and accuracy.

### **Transparency**

We recognize the important and wide-ranging impacts the Commission's decisions have on California's wildlife, wildlife habitat and residents, and that these decisions should be made based on a variety of inputs in an open, inclusive and public process [that solicits a diverse set of perspectives](#).<sup>3</sup> We strive to communicate with our partners, our stakeholders and the public responsively and openly about how and why decisions are made. **We ensure that our choice or order of decision-making made does not unfairly prioritize one interest group over others.**<sup>4</sup> We use adaptive processes and consistently gather as much information as possible to ensure the Commission is best informed for thoughtful decision-making.

### **Innovation**

We respond to the ever-changing natural and human environments, **including climate change, development, and other threats**,<sup>4</sup> by evaluating the efficiency and effectiveness of our decisions and processes, identifying new ideas that challenge conventional wisdom and [historical biases](#)<sup>5</sup>, and opportunities for innovation. We recognize that innovation always involves some element of risk, and that creative problem-solving and implementing forwardthinking solutions where value is added is key to meeting the constantly evolving needs of our stakeholders and California's fish and wildlife. We take time to frame challenges, adapt and execute new and useful ideas, including applying [best-available](#) science, [evolving concepts of wildlife management, and public values toward wildlife](#)<sup>6</sup> in new **and bold** ways.

### **Collaboration**

We value collaboration, including teamwork and partnerships, in problem-solving and in developing policies and regulations. Teamwork is actively fostered and is one of the main ways we function. Collaborative efforts extend beyond the Commission and its staff to empower a diversity of stakeholders, other agencies, non-governmental organizations, and the people of California to participate in our problem-solving and decision-making processes [and, where appropriate, engage in working groups that are fair and balanced](#)<sup>7</sup>.

We pursue productive and compassionate partnerships, rather than relationships solely based on a formal legal agreement, and celebrate one another's successes as we take them to the next level together. A partnership is a mutually beneficial arrangement that leverages resources to achieve shared goals between [and among](#) the partners, based on mutual respect, openmindedness, trust, and genuine appreciation of one [an](#)others' contribution.

### **Excellence**

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

### **Stewardship**

We hold the state's wildlife and their habitats [and greater ecosystems](#)<sup>8</sup> in trust for the public, respecting that they have intrinsic value and are essential to the well-being of all California residents. We give attention to the environmental and human stressors, [including climate change, development, and other threats](#)<sup>9</sup>, that affect the resilience [and health](#) of our wildlife and their habitats [and greater ecosystems](#). We use credible [and the best-available](#) science, [as well as evolving concepts of wildlife management, and public values toward wildlife](#),<sup>10</sup> to evaluate programs, policies and regulations that will help achieve our stewardship goals. We recognize the dynamic nature of science, and that it should include the evaluation principles of relevance, inclusiveness, objectivity, transparency, timeliness, verification, validation and peer review of information as appropriate.

The reasoning for these changes is as follows:

1. **“to protect and hold California’s fish and wildlife and their greater ecosystems in the public trust”**—This addition clarifies what the Commission’s “commitments” are and is consistent with section 710.5 of the Fish and Game Code and common law.
2. **“and a commonsense code of ethics”**—As values can be subjective, the insertion of a “commonsense code of ethics” helps ensure an objective standard of integrity.
3. **“that solicits a diverse set of perspectives”**—One of the most remarkable and inspiring developments regarding the Fish and Game Commission’s public processes is the ever-increasing participation from non-consumptive communities of wildlife. While the Commission has historically worked closely with consumptive wildlife communities, the last few years in particular have witnessed a growing participation of non-consumptive communities who may not have been aware of the Commission’s scope of decision-making before. In light of this sea-change and positive shift in democratic participation, it is important that the core values statement include this addition to explicitly recognize the evolution of interested stakeholders and the Commission’s efforts to engage new perspectives.
4. **“including climate change, development, and other threats”**—As this section deals with “innovation,” it would be remiss if the statement does not explicitly mention climate change, human development, and other threats as actual drivers of our changing environment that demand truly innovative problem-solving and consideration.
5. **“We ensure that our choice or order of decision-making made does not unfairly prioritize one interest group over others.”**—Because the Commission faces numerous petitions and rulemakings, this addition serves to ensure that the Commission commits not to prioritizing one set of petitions or rulemakings over others given the different interest groups involved.
6. **“best-available science, evolving concepts of wildlife management, and public values toward wildlife in new ways”**—The mere application of science alone is not sufficient to guide innovative ideas on wildlife management. This recommended addition articulates the multiple aspects that the Commission should consider when creating innovative solutions: (i) “best-available science” ensures that the Commission take into account the best possible science, fully understanding that there may not exist answers to the exact scientific question at hand; (ii) while science is important, science alone is insufficient for some decisions, so the Commission’s consideration of “evolving concepts of wildlife management” is important to take into account

the growing literature in this field; and (iii) “public values toward wildlife” is also essential to the Commission’s innovation in decision-making because it takes into account the diversity of values outside the Commission’s immediate purview.

7. **“historical biases”**—See note 3 above for context. Given that the field of wildlife management and the history of the Fish and Game Commission’s engagement with the public have been largely dominated by consumptive community members, it is important to recognize the existence of historical biases and understand that innovative solutions need to look beyond them.
8. **“and, where appropriate, engage in working groups that are fair and balanced”**—As we have been a participating stakeholder in the predator policy workgroup, we have been appreciative for that opportunity and see the great value in public working groups that tackle some of our most pressing wildlife issues today. We encourage the continued practice of work groups, and this addition would acknowledge the practice of such work groups as well as the importance that they be fair and balanced in terms of the stakeholder interests involved.
9. **“and greater ecosystems”**—This addition acknowledges that the health of a species is also dependent on the health and functioning of its underlying ecosystem, which extends beyond a species’ immediate habitat and takes into account other management actions that implicate the species.
10. **“including climate change, development, and other threats”**—See note 3 above.
11. **“and the best-available science, as well as evolving concepts of wildlife management, and public values toward wildlife”** —See note 4 above.

## II. MISSION STATEMENT

Our suggested revisions to the “Proposed Mission Statement” are:

The California Fish and Game Commission provides leadership to ensure that California has and<sup>1</sup> will have abundant, healthy, and diverse fish and wildlife, managed with public confidence and participation, through actions that are thoughtful, informed,<sup>2</sup> bold, and visionary in an ever-changing environment facing climate change, development, and other threats<sup>3</sup>.

We recognize our public trust responsibilities to hold California’s fish and wildlife and their habitats in the public trust<sup>4</sup>, as well as the cultural and intrinsic<sup>5</sup> value of our fish and wildlife and, therefore, work collaboratively with other government agencies, nongovernmental organizations and the people of California to establish scientifically-sound policies and regulations that support the restoration, conservation and sustainability of California’s fish and wildlife in their natural habitats and ecosystems<sup>6</sup>, as well as respects public values toward California’s fish and wildlife<sup>7</sup>, securing a rich outdoor heritage for all generations to experience and enjoy.

The reasoning for these changes is as follows:

12. **“has and”**—Because this serves as a mission statement, this change ensures that not only the future but also the *current* state of Commission leadership abides by this mission.

13. **“informed”**— In addition to the three good adjectives describing Commission actions, the adjective “informed” serves to describe that decisions take into account abundant information including best-available science, policy perspectives, and statements of public values and opinion.
14. **“facing climate change, development and other threats”**— Given our state’s national leadership on recognizing the grave threats of climate change to the health of California’s species and ecosystems as well as fundamental public health and safety, the Commission’s mission statement would be remiss should it not articulate and acknowledge the existential threats that climate change is wreaking on our wildlife and ecosystems. This type of recognition in the mission statement is important because it acknowledges that such unprecedented threat will indeed require bold and visionary action by the Commission to genuinely protect our wildlife and ecosystems.
15. **“to hold California’s fish and wildlife and their habitats in the public trust”**—This qualifier serves to articulate what “our public trust responsibilities” precisely entail.
16. **“intrinsic”**— This addition is important because it recognizes another essential value factor, in addition to “cultural,” of the state’s fish and wildlife.
17. **“and ecosystems”**—This addition acknowledges that the health of a species is also dependent on the health and functioning of its underlying ecosystem, which extends beyond a species’ immediate habitat and takes into account other management actions that implicate the species.
18. **“as well as respects public values toward California’s fish and wildlife”**—As stewards of the public for the state’s fish and wildlife, it is critical that the Commission adopt in its mission statement an acknowledgment of respecting the California public’s evolving values and perspectives on fish and wildlife. While the Fish and Game Commission has historically interacted with consumptive users of the state’s fish and wildlife, it is important that the views and perspectives of non-consumptive users are acknowledged and taken into account to counter-balance any potential historical biases to ensure fair and informed decision-making by the Commission. The growing presence of the non-consumptive community at Commission meetings is fairly recent in the history of the Commission’s public hearings, and welcoming this type of sea change and democratic participation would serve the Commission well in its mission statement. This addition serves to acknowledge the existence of multiple sets of public values and emphasizes the open-mindedness and respect of these diverse values that should be taken into account in decision-making.

### III. VISION STATEMENT

Our suggested revisions to the “Proposed Vision Statement” are:

The California Fish and Game Commission envisions creating a platform for transparency and open dialogue ue where information, ideas, ~~and~~ facts, public values, best-available science and law,<sup>1</sup> can be easily available, understood and discussed to inform the Commission’s decision-making in<sup>2</sup> support of a biodiverse, natural California in which an array of native fish and wildlife thrives within dynamic ecosystems, supports diverse



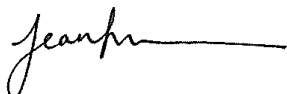
needs, [values](#),<sup>3</sup> and uses, and inspires human interaction and enjoyment [for their intrinsic value](#).<sup>4</sup>

The reasoning for these changes is as follows:

1. **“public values, best-available science, and law”** — In addition to “information, ideas and facts,” public values, best-available science and existing law are also critical components to an open and transparent dialogue before the Commission. “Public values” are especially important to the Fish and Game Commission decisions because they account for the wide range of values that the public holds toward wildlife and transparently acknowledges both consumptive and non-consumptive values held in the state that should be taken into account in these fora.
2. **“inform the Commission’s decision-making in support of”**—Because this is a vision statement for the Commission, the statement currently lacks the “action” associated with the creation of a transparent and open platform of discussion. This addition serves to apply the creation of that platform to inform the Commission’s decision-making.
3. **“values”**—The addition of “values” to the list of “needs and uses” accounts for the non-consumptive values of wildlife (i.e. intrinsic) and, critically, removes the capitalistic lens that many people have historically had toward wildlife as resources to be exploited. The Fish and Game Commission would be doing a great service in challenging these historical prejudices toward wildlife and emphasizing their intrinsic value as live beings.
4. **“for their intrinsic value”**—See note 3 above.

In sum, thank you for your consideration of these comments. If you have any questions, please feel free to contact me directly.

Sincerely,



Jean Su  
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Keeping Northwest California wild since 1977

**October 4, 2018**

**TO:**

**California Fish and Game Commission  
P.O. Box 944209  
Sacramento, CA 94224-2090  
Comments sent via email to: [fgc@fgc.ca.gov](mailto:fgc@fgc.ca.gov)**

**Comments on California Fish and Game Commission Draft Potential Mission & Vision Statements**

I am writing on behalf of the Environmental Protection Information Center (EPIC), a nonprofit organization that advocates for the protection of Northwest California's forests, rivers and wildlife using an integrated, science-based approach, combining public education, citizen advocacy, and strategic litigation. Please accept these comments on the draft Mission and Vision Statements.

EPIC finds that the draft statements do not reflect the Commission's statutory and public trust obligations. Accordingly, EPIC recommends that the Commission revise its statements to more accurately reflect its legal obligations.

The proposed text changes contained within the Draft Potential Fish and Game Commission Mission Statement changes the Commission's overall mission in a manner inconsistent with the Commission's statutory and public trust obligations.

The current Mission Statement is "to ensure the long term sustainability of California's fish and wildlife resources...." whereas the proposed mission statement reads, "The California Fish and Game Commission provides leadership to ensure that California will have abundant, healthy and diverse fish and wildlife...." (Emphasis added.)

To "ensure" the long term sustainability is a strong directive that focuses on results, on the other hand, providing leadership to ensure is an ambiguous statement that cannot be quantified or enforced. While we certainly appreciate the Commission understands that it has a prominent leadership role, particularly in setting directives to be enforced by the Department of Fish and Wildlife and rules to be followed by the public, this leadership cannot be separated from the Commission's primary purpose: ensuring that our wildlife resources are protected for this and future generations. The change adds little of value and instead distracts from the Commission's primary purpose, as set forth by the Legislature and as dictated by the Public Trust Doctrine.

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**Environmental Protection Information Center**

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Similar to the proposed mission changes, the draft vision statement adds language that dilutes and weakens the overall vision of the Commission.

The current vision reads, “The vision of the Fish and Game Commission, in partnership with the Department of Fish and Wildlife and the public, is to ensure California has sustainable fish and wildlife resources.” (Emphasis added). The proposed vision weakens the Commission’s vision. The vision statement states, “The California Fish and Game Commission envisions creating a platform for transparency and open dialog where information, ideas and facts can be easily available, understood and discussed to support a biodiverse, natural California in which an array of native fish and wildlife thrives within dynamic ecosystems, supports diverse needs and uses, and inspires human interaction and enjoyment.” (Emphasis added).

The Vision Statement fundamentally changes the Commission’s conception of itself from a body that works to maintain the state’s wildlife resources into perpetuity—a charge that demands action, through rulemaking, to fulfill—to a body that provides a “platform” to discuss “ideas and facts” which it turn will “support” California’s extent biodiversity and diverse needs and uses, and will “inspire human interaction and enjoyment.” The new statement is milquetoast nothingness; a bland recital of aspirations that is divorced from the actual work of the Commission. Worse still, the new Vision Statement fails to appreciate that the Legislature envisioned a different role for the Commission—a deliberative body that creates the rules for our human use and interactions with wildlife.

The Public Trust Doctrine, in general, holds that certain lands, waters, and natural resources, such as beaches, navigable rivers, and wildlife, are held by the state in trust for the benefit of the public. As California courts have consistently recognized, wildlife is a public trust resource, acquired when California was granted admission to the state. *See Geer v. Connecticut*, 161 U.S. 519, 529 (1896); *Ex parte Maier*, 37 P. 402, 404 (Cal. 1894); *Betchart v. Dep’t of Fish & Game*, 205 Cal. Rptr. 135, 135-36 (Cal. Ct. App. 1984); *see also City of Berkeley v. Superior Court*, 26 Cal.3d 515, 521 (1980). The Commission’s obligations under the trust are broad and wide—“to protect the people’s common heritage...surrendering that right of protection only in rare cases when the abandonment of that right is consistent with the purposes of the trust.” *National Audubon Society v. Superior Court*, 33 Cal.3d 419, 441 (1983). The proposed changes to the Mission and Vision Statements conflict with the Commission’s obligations under the Public Trust Doctrine as the statements abandon the primary responsibility of the Commission—regulating to ensure the perpetuation of California’s wildlife resources—in favor of more wishy-washy statements of their purpose and work.

The statements further depart from the clear intentions and purposes of the Commission set by the Legislature, as provided in the Fish and Game Code (“Code”). Section 2052 of the Code directs that “[t]he Legislature further finds and declares that it is the policy of the state to conserve, protect, restore, and enhance any endangered species or any threatened species and its habitat and that it is the intent of the Legislature, consistent with conserving the species, to acquire lands for habitat for these species.” *See also* Code § 1801. Consistent with this policy, the Legislature delegated to the Commission “the power to regulate the taking or possession of birds, mammals, fish, amphibians, and reptiles.” Code § 200. In many places, the Legislature gives the Commission specific instructions for rulemaking, *see, e.g.*, Code §§ 450 et seq., but in other places the Commission is granted broad authority and latitude. *See, e.g.*, Code § 301. In all rulemaking, however, the Commission is charged with regulating based on the science before it and to clearly state the factual basis for its decisions. Code § 219. A holistic review of the Code confirms the central obligation of the Commission, as phrased in the current Mission

Statement, “to ensure the long term sustainability of California’s fish and wildlife resources....”

Overall, the current Mission and Vision Statements represent a clearer guide and goal for the Commission and one more in line with the Commission’s public trust and statutory obligations. Therefore, EPIC opposes the proposed changes to them. However, if the Commission decides to move forward with the proposed language, EPIC recommends the following changes:

*Potential Vision Statement changes:*

The California Fish and Game Commission envisions ~~creating a platform for transparency and open dialog where information, ideas and facts can be easily available, understood and discussed to support a~~ biodiverse, natural California in which an array of native fish and wildlife thrives within dynamic ecosystems, ~~supports diverse needs and uses, and inspires human interaction and enjoyment.~~

*Proposed Mission Statement changes:*


The Mission of the California Fish and Game Commission ~~provides leadership to~~ is to ensure that California will have abundant, healthy, and diverse fish and wildlife, ~~managed with public confidence and participation, through actions that are thoughtful, bold, and visionary in an ever-changing environment.~~ We recognize our public trust responsibilities as well as the cultural value of our fish and wildlife and, therefore, work collaboratively with other government agencies, tribes, non-governmental organizations and the people of California to establish scientifically-sound policies and regulations ~~that support to protect, enhance and restore~~ California’s native fish and wildlife in their natural habitats, to ~~securing~~ a rich outdoor heritage for all generations to experience and enjoy.

Thank you for the opportunity to provide input on the Commission’s proposed changes to the mission and vision statements. Feel free to contact me if you have any questions regarding these comments and please ensure that I receive public notices related to these proposed changes in the future.

For the wild,



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PUBLIC INTEREST COALITION	 SIERRA CLUB FOUNDED 1892	<b>Humane Society of the Sierra Foothills</b>
<b>P.O. Box 761</b>	<b>Placer Group</b>	<b>2945 Bell Rd, #175</b>
<b>Loomis, CA 95650</b>	<b>P.O. Box 7167, Auburn, CA 95604</b>	<b>Auburn, CA 95603</b>

[Sent via email: [fgc@fgc.ca.gov](mailto:fgc@fgc.ca.gov)

October 4, 2018

To: CA Fish and Game Commission

Re: **Draft Potential FGC Core Values—10-17-18-Agd Item 16**

We strongly support the CA Fish and Game Commission's (FGC) focus on assuring resource sustainability and appreciate its Strategic Plan (SP) Challenges and Goals (December 4, 1998). Because the FGC's Mission and Vision Statements are well established and accepted by most, we believe adopted core values must conform to those two foundational statements and the SP policy summaries.

The mission statement clearly states that "on behalf of California citizens," the FGC is to ensure the long-term sustainability of California's fish and wildlife resources. It is critical to recognize that more than 99% of "California citizens" are non-consumptives (less than 1% are consumptives with numbers declining). The vision statement is just as clearly stated: Assure California has..."Sustainable Fish and Wildlife Resources." It is equally critical to recognize that this includes "sustainability" for non-consumptives who view, study, photograph, and delight in simply spotting wildlife.

The process of establishing core values must not only incorporate those two statements but also consider the "ever-evolving" Strategic Plan, which "will be revisited at least annually to determine if it still serves the resources and the Commission in the ways intended."

Additionally, the 1998 SP recognized CA's "diminishing fish and wildlife resources," their "management," and the role of the FGC in meeting these challenges. The SP notes that since the inception of the FGC (1870), the emphasis has changed "from resource utilization to resource sustainability." We submit that although intentions may be honorable, with ever-increasing losses of critical resource habitats, that therefore "management approaches" must be re-visited with conservation as the primary focus and goal, as opposed to resource utilization or consumption "uses." The top priority to address must be the "need" of the resources themselves—not the need (recreational or otherwise) of either consumptives or non-consumptives.

As "stewards of CA's fish and wildlife resources," the FGC is the trustee with mandated obligations to hold these commonwealth resources in public trust. We submit that (1) such a critical responsibility should not be abdicated to serve or satisfy the wants of humans or special interests; and (2) since the SP was adopted, the past 20 years have resulted in even greater diminishment of our resources, and/or their health, vibrancy, and resilience. This deterioration may not be due solely to FGC's actions or non-actions, but it calls for an honest evaluation of the FGC's decision-making approach that favors the wants of consumptives over resource needs. Now with Climate Change (CC) impacts added to the mix, including catastrophic fires, the FGC cannot or should not continue with a "business as usual" mindset.

With the above considerations, we urge the FGC to include these suggestions, starting with the core values' framework.

Integrity and Transparency: We submit that the pledges “to transparently fulfill our duties...” and to responsibly gather information must include full disclosure of any real or potential conflicts of interest. Commissioners or staff that will be voting or creating documents for review, ISOR’s, staff reports and recommendations, etc., may benefit from an action item, or a change in policy, etc. For example: If commissioners or staff associated with a consumptive decision-making action (hunting or fishing) participates in or benefits from that activity, or intends to purchase a license to participate in the consumptive activity, then that commissioner(s) or staff person(s) must divulge that fact. They still may be able to be objective throughout the decision-making process; however, because there may be a perception of a conflict of interest, transparency should require disclosure statements.

Collaboration and Excellence: Recognition of the “diversity of stakeholders” and “the people of California” being included in the “problem-solving and decision-making processes” is greatly appreciated. This is an area where the desired mutually beneficial arrangement that leverages resources to achieve “shared goals,” and deliver “fair and accessible services...” needs much more scrutiny. Although it may be subtle, we have observed a definite bias rather than shared goals when it comes to “leveraging” the resources. This is apparent in the often-skewed make-up of stakeholder working groups. Consumptives are, or have been, represented in percentages much greater than their numbers would warrant when compared to the State’s non-consumptive population. The inequality seems to ignore the fact that all fish, wildlife, natural resources, etc., belong to all stakeholders; yet non-consumptives are not included in such groups in ratios related to their numbers in California.

We submit the following re-wording to consider in the Vision and Mission Statement proposed revisions.

Potential Vision Statement. Use of the word “needs” in the phrase “...supports diverse needs and uses,” is problematic. It suggests “needs and uses” of humans. Native fish and wildlife should not be perceived as a commodity to “support” any needs or uses of people. It exists for its own sake in a hopefully ecologically balanced system. We urge rewording of that phrase to clarify by incorporating a more defined scope, such as, “...supports diverse ecological functions.”

Potential Mission Statement. The statement, “...establish scientifically-sound policies and regulations that support the restoration, conservation and sustainability of California’s fish and wildlife in their natural habitats,” is appropriate. However, we urge a revision at the end of that sentence (“...securing a rich outdoor heritage for all generations to experience and enjoy”). Please consider changing the word “enjoy” to “respect.” As currently worded, its meaning could be interpreted that fish and wildlife exist for human enjoyment, when human benefit should be considered secondary.

This perception or concern is reinforced in the “Concepts Considered...” (page 2 of the Mission Statement, second to last bulleted paragraph) with the word, “Creating opportunities for public use and enjoyment...” Balancing human benefits may sound reasonable, but we urge that the needs of the natural environment take top priority over any human benefits or enjoyment and be stated as such.

We urge the FGC to honor its public trust role and put fish and wildlife’s natural environment and health first, regardless of pressures—political, lobbying, economic, or personal preferences. This is not a simple task.

Thank you for considering our views,



Marilyn Jasper

VIA EMAIL

October 4, 2018

California Fish and Game Commission  
[Fgc@fgc.ca.gov](mailto:Fgc@fgc.ca.gov)

RE: California Fish and Game Commission Draft Potential Commission Core Values, Mission and Vision Statements

Dear Sirs,

The Port of San Diego (Port) appreciates the opportunity to provide comments in response to the California Fish and Game Commission's Draft Potential Commission Core Values, Mission and Vision Statements, dated September 23, 2018. The Port is entrusted with protecting the Public Trust resources in and around San Diego Bay, which include navigation, commerce, fisheries, recreation, and environmental stewardship.

The Port is supportive of the Commission's ambitious effort to adopt core values through its strategic planning process and to update its mission and vision statements. The Port recognizes the inclusiveness of the many key concepts that have been discussed over time and included in these proposed updated statements. From ecological integrity and resiliency, biodiversity, long-term sustainability, stewardship, and valuing relationships with all stakeholders, to balancing the needs of the natural environment while creating opportunities for public use and enjoyment, we appreciate this comprehensive approach.

Many of the elements proposed are also in alignment with the Port's values, mission and vision. The Port's mission is to protect the Tidelands Trust resources by providing economic vitality and community benefit through a balanced approach to the maritime industry, tourism, water and land recreation, environmental stewardship, and public safety. In line with this is a vision to be an innovative, global seaport courageously supporting commerce, community and the environment.

As it relates to a balance between natural resources and public use, we encourage the Commission to include language that embraces our natural resources in a way that allows California to be self-reliant, and not depend on the resources of other nations. This could include providing support for existing, new, and emerging environmental and economically viable opportunities that can take advantage of our vast, renewable resources and assure that California has sustainable fish and wildlife resources for now and into perpetuity.

Thank you for the opportunity to respond to the Commission's draft core values, mission and vision statements. The Port stands ready to continue to support the Commission's strategic planning process, as well as other State and Federal policies to ensure sustainable fish and wildlife resources in California. Ports can and are increasingly playing a critical role in these sustainable resources, given their familiarity and expertise in the permitting and entitlement process for a variety of coastal and ocean uses; the

unique role they often play as landlord, operator and/or regulator, and as champions of the blue economy.

If you have any questions or need any additional information, please do not hesitate to contact Paula Sylvia at 619-686-6491 or [psylvia@portofsandiego.org](mailto:psylvia@portofsandiego.org), or myself at 619-686-6473 or [jgiffen@portofsandiego.org](mailto:jgiffen@portofsandiego.org).

Sincerely,

A handwritten signature in black ink, appearing to read "Jason H. Giffen". The signature is fluid and cursive, with the first name "Jason" being the most prominent.

Jason Giffen

Assistant Vice President, Planning & Green Port



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**From:** Bob Bertelli

**Sent:** Thursday, October 4, 2018 03:37 PM

**To:** FGC

**Subject:** Comments on the Draft Revision of the FGC Core Values, Vision, and Mission Statement

Comments submitted by Bob Bertelli

FGC Commissioners and Staff,

I have reviewed the Draft Revision. Overall I find it quite compelling, demonstrating a careful, clear use of language.

I was impressed by the word choices in Core Values pertaining to Stewardship. "We use credible science..." and "The dynamic nature of science".

However, In the Potential Mission segment, paragraph 5, the language is changed to read, "...that relies on the best readily available science...".

"Credible Science", sets the bar high enough where the Commission has a reasonable expectation of making informed, correct decisions when managing California's resources. Credible science is rigorous in its methods of investigation, and has withstood equally rigorous inquiry to its validity. Understanding that because of the "Dynamic nature of science" it is Never Settled, but "Credible Science" should take president over "best readily available science" which is a lower standard, often being hot off the press, and may not have met proper science rigor.

Words matter in Life, Law and Science, therefore I would recommend using "Credible Science" in the proposed Commission Mission Statement, and as the standard for Commissions decisions.

Thank you for considering my comments.

Bob Bertelli

Sent from Mail for Windows 10

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**From:** Mary Mote

**Sent:** Monday, September 24, 2018 11:39 AM

**To:** FGC

**Subject:** Re: Help shape the foundation for the future of the Commission!

Dear Sirs,

When you discuss your revised vision, please discuss the habituated coyotes that are taking over our neighborhoods and killing our family pets. We are seeing coyotes day and night now, and as they have no predator, they are not afraid of us. Many pets have been taken from their own fenced back yards and some grabbed right off leashes while being walked and destroyed painfully. We now see them on school grounds and I fear a child will be attacked. I think it is inevitable.

When cities stopped trapping the few that wandered into neighborhoods, allowing their numbers to increase, was when the trouble started. The problem is not going to get better, but only get worse. Unfortunately some are still listening to Project Coyote and PETA, which is a shame, because what they preach has been proven wrong again and again. We, the citizens who love our pets, have seen so many eaten alive and it is heart breaking.

Please allow cities to trap and euthanize the most aggressive ones and ones that den close to schools and neighborhoods.

It would be a start to controlling the numbers and perhaps save a child from abject sadness from seeing their pet destroyed in front of their eyes, it is a horrible sight.

Thank you for listening, I appreciate all the work you do..

Mary Mote

Long Beach, ca

**From:** Art Seavey <[art@montereyabalone.com](mailto:art@montereyabalone.com)>

**Sent:** Monday, September 24, 2018 05:49 PM

**To:** FGC; Trevor Fay

**Subject:** comment regarding

To Whom It May Concern,

Thank you for this opportunity to comment regarding the mission of the Fish and Game Commission.

I have been a partner in a small abalone farm since 1994. In the mid 90's, 13 different groups had permits to farm abalone in our state. Today, there are just four operating farms. The Commission has not issued a new state water bottom lease for aquaculture in 20 years. There has never been a marine fish farm in California, salmon farming is illegal. Shellfish farming remains, though in a precarious state after decades of decline.

The Department of Fish and Wildlife is the lead agency for aquaculture in California. Unfortunately, it appears as though the Department has abdicated this responsibility to the California Coastal Commission because the CCC, through restrictive and expensive permit conditions determines the operating conditions for any and all aquaculture in the coastal zone.

I would respectfully request that the Commission provide leadership to the Department and the state in order to invigorate responsible stewardship of the appropriate resources for aquaculture in our state. There is immense potential for sustainable, healthy food production!

Thank you for considering this request.

Art Seavey, Partner

Monterey Abalone Company

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**From:** Don Thompson

**Sent:** Monday, September 24, 2018 09:22 PM

**To:** FGC

**Subject:** Re: Help shape the foundation for the future of the Commission!

these draft Core Values, etc. read like an admission of guilt.....the suggestion that this needs to be adopted implies that these values have been lacking; i.e. "transparency".

Truthfully in the 3 decades that I have observed the Commission and Dept. conduct their business, what has been lacking are facts. And a lot of smoke and mirrors by the DFW that create a big lie by omission.

I'm really disappointed, by all the emotional appeals and propaganda that has been the foundation of all the MPA's all over the place on top of fishing moratoriums, and already overregulated species specific rules.

What we have is a lot of manufactured crisis'. Based on the data that supports the desired outcome.

Sincerely

Don Thompson

displaced commercial abalone fisherman.

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**From:** David Orong

**Sent:** Monday, September 24, 2018 11:43 PM

**To:** FGC

**Subject:** Re: Help shape the foundation for the future of the Commission!

What about accountability? Following up on action items and giving timelines for completion of projects. Not just tabling items for the next meeting. Make sure that members are accountable for attending meetings. If not, have a person represent the area. Perhaps have a civilian representative. I would be more than happy to represent my regional area.

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**From:** Kris Nikolauson  
**Sent:** Friday, September 28, 2018 12:58 PM  
**To:** FGC  
**Subject:** Core values

Dear Mr. Weasel,

Please consider in your core values the willingness to fight for Middle Butte creeks return to full water flow. It appears to me that F&W is afraid to confront PG&E and reinstate the water to Middle Butte Creek which has flowed since time began. Our community has enjoyed a park on NimsheW road with a pond, stream, and waterfall for 30 years. Now it dries up in the summer thanks to PG&E lining the upper Centerville Canal with a plastic liner. This liner does not allow the water table to be replenished as before. Nor does it allow small animals an escape from drowning. All the fish in the creek are dead and the water level in the pond is a health hazard for the community. We are asking for a minimum of 5cfs to be restored to the stream. I hope you are serious about changing your core values. We are depending on it.

Kris Nikolauson