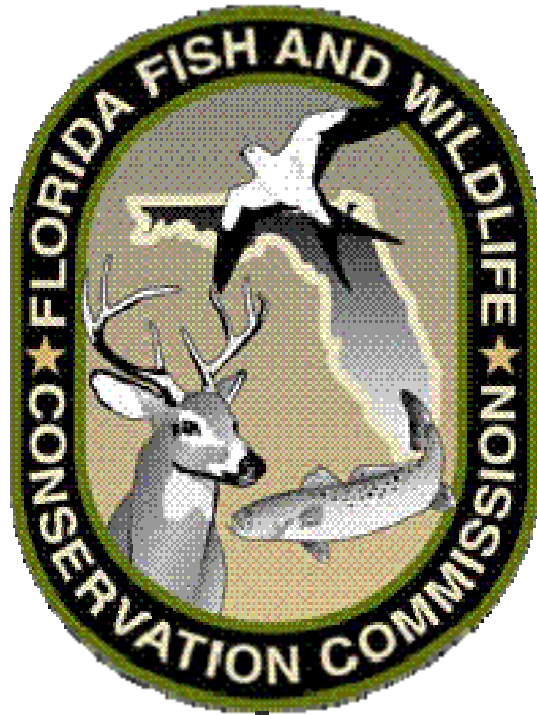


Florida Fish and Wildlife Conservation Commission

Agency Strategic Plan



Vision (Why?)

Vision Statement: Powered by science-based leadership, we are creating a sustainable and healthy future for Florida's fish, wildlife, water and habitat resources.

Elements of Success

- Tapping the extraordinary dedication of our employees to address Florida's critical issues
- Positioning ourselves as THE leaders in the enhancement of Florida's resource future
- Leveraging our unparalleled resource knowledge & expertise
- Enabling a resource leadership position in everything we do and say

Guiding Principles

1. Always consider the desire of our citizens to enjoy the resource
2. Seek input from Florida citizens on the impact of our decisions
3. Make resource decisions based on the best available science
4. Put the resource first in our decisions and actions
5. Create solutions through balanced enforcement and management practicality, then communicate the what and why for our actions
6. Proactively address emerging issues facing Florida's resources by creating the integrated science needed for wise decision-making
7. Empower our staff to act on the behalf of the organization
8. Act locally, making decisions as close to the issue as possible

Values

1. We value a collaborative workplace built on professionalism, the ability of everyone to contribute to the mission, and an environment that attracts & retains the best talent
2. In all our actions, we use the best science available to protect the resource and best serve the citizens of Florida
3. We value the creation and maintenance of sustainable populations of species, protection of critical habitats, and a high quality environmental resources for the enjoyment of Floridians and visitors

Competencies

1. Unmatched scientific expertise in collecting, analyzing, understanding data and acting on behalf of the resources and citizens
2. Recognized and valued by our customers for protecting and managing the resource through the effectiveness of our science-based decision-making
3. Expertise-based organization with the ability to develop strategic, integrated solutions that address and solve resource problems
4. Partnering with others to achieve our vision through excellence, innovation, conflict resolution and collaboration
5. Multi-disciplinary approach to research, management & decision-making and implementation
6. 3-Dimensional Communication

Note: Items are numbers for ease of reference, not in priority order.

FWC Designs (How?)

Enhance our ability to deliver the vision by designing our operations to maximize effectiveness and create operational efficiencies.

The business model addresses how to best structure to deliver the vision, strategy and values

1. Provide IT Leverage
2. Integrate Leadership Development
3. Centralize Fiscal Management
4. Educate our stakeholders, customers and the citizens of Florida
5. Develop our Human Resources
6. Coordinate Science & Research
7. Service Customers Effectively
8. Create Integrated Work and Issue Teams
9. Implement Regional Issue Teams
10. Partner & Influence
11. Centralizing revenue collection
12. Communicate the FWC point of view
13. Promote FWC by Communicating to the public who we are & what we do
14. Develop the Enforcement Model for the future
15. Secure new sources of revenue & funding
16. Identify duplication and misplaced tasks/responsibilities
17. Team-oriented work

Promises

1. We promise to be cost efficient and strive for continual improvement in our business operations
2. We promise to earn the respect and trust of our customers and the citizens of Florida through unwavering dedication to the resources and our role as stewards
3. We promise to apply all our knowledge and expertise to the resource and meeting our customer's needs
4. We promise to work with all parties interested in creating a superior future for Florida's resources
5. We promise to be driven by scientific excellence and objectivity
6. We promise consistent, thoughtful decisions that keep pace with the needs of the resource

Leadership Behaviors

1. 3-Dimensional Communication: Internal/External/Inter-group
2. 2-Dimensional Leadership: Outside & Inside FWC
3. State a consistent FWC point of view: speak with one voice
4. Facilitate forums for user-group dialogue: middle ground
5. Improve Leadership & Management skills
6. Manage expectations of FWC's new role and point-of-view

Note: Items are numbers for ease of reference, not in priority order.

FWC Strategy (What?)

Mission: Managing fish and wildlife resources for their long-term well-being and the benefit of people

FWC Agency Goal is: To provide for healthy resources and safe, satisfied customers.

Strategies

1. Develop proactive, integrated research that anticipates emerging issues and ensures positive resource outcomes
2. Improve our resource leadership position by clearly communicating where we're headed, why it's important, & how we plan to get there
3. Increase stakeholder involvement and interaction on emerging issues to proactively reduce resource conflicts
4. Initiate partnerships as a means of addressing the big resource issues facing Florida
5. Expand our knowledge of who our customers are and how to better serve them
6. Develop proactive, preventative enforcement programs that enable FWC to avoid potential and emerging problems
7. Develop fully integrated, leading-edge resource management programs

Priority Issues

1. Ensure priority activities are well funded
2. Adopt a landscape approach to protecting & managing Florida's species, habitat & water resources
3. Create more efficient law enforcement focused on core issues
4. Educate stakeholders and customers about Florida's critical resource issues and what must be done
5. Increase our ability to create positive outcomes with other agencies and decision-makers
6. Provide consistent, high quality customer service
7. Integrate the operations & actions of all FWC units, and streamline all processes & designs
8. Provide comprehensive employee training and professional development
9. Listen to what FWC customers want and strive to meet their needs
10. Integrate FWC employees in the internal management and decision-making processes
11. Implement employee recruitment that meets our workforce diversity and skill-set needs
12. Leverage technology throughout the FWC to improve service, communication and efficiency
13. Create easy access to critical data and information for internal and external users

Note: Items are numbers for ease of reference, not in priority order.