

The Florida Fish and Wildlife Commission

# Strategic Plan

## 2020-2024



May 6, 2020

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*This plan was written by the FWC 2020+ Strategic Plan Development Team for the dedicated staff of the FWC, specifically designed with leaders and supervisors in mind with the intention of fostering and reinforcing our agency culture, core operations, and strategic approach to our conservation mission.*

# From the Executive Director

Balancing the needs of Florida's fish and wildlife resources with a diverse, growing population of people can be complicated and challenging. It is our honor to be the agency that is entrusted to take care of these resources on behalf of all Florida residents and visitors. The FWC team strives every day to uphold this public trust.

An important element of effective management and administration is focusing on strategic priorities that are vital in accomplishing our overall mission and adjusting resources accordingly. This reallocation must be done while continuing to attend to day-to-day functions. It is critical to accurately identify



these developing issues and set forth a strategy to address them. This formula is the basis for a strategic plan. As with any plan, it works best if it is a collaborative effort, with everyone having the opportunity to provide input in the planning process and identify emerging issues that require strategic solutions. We have put together diverse teams to develop the FWC's strategic plan, to encompass the major issues affecting our agency as a whole.

I also firmly believe that strategic plans are less about a printed document, and more about the process and collaboration necessary to achieve such a plan. The benefits of this process are seen and continued far beyond printing the final draft.

The success of this effort – of our mission – rests upon the shoulders of each and every one of us. Whether you work in the field or in an office, whether you're a scientist, technician, accountant, law enforcement officer, administrative assistant, or programmer, your unique skills and expertise are necessary to continue the good work of conservation that we do every day as well as the strategic work we will be taking up over these next five years. As you read through this plan, I challenge you to look for ways that you can help make a difference. I also ask that you challenge your co-workers to leverage their skills and talents for the good of our mission as well. The future of Florida's fish and wildlife conservation depends on our collective and diverse perspectives, backgrounds, contributions, creativity, and energy.

Respectfully yours,  
Eric Sutton

# Vision & Values

The mission of the FWC is to manage fish and wildlife resources for their long-term well-being and the benefit of people. Every organization has an identity that is forged not only by what it does, but by how it conducts itself. The values embedded in our mission and expressed in the vision of FWC leadership are to make quality decisions by being dynamic, science-based, efficient, ethical, collaborative, competent, and committed to the vitality of the state and its environment.

We work diligently to conserve fish and wildlife in a manner that honors the public trust that has been vested in us through Florida's constitution. This is based in long-standing law and traditions commonly referred to as the "Public Trust Doctrine." This doctrine is steeped in the principle that fish and wildlife should be managed for the public, and reflects the belief that certain resources are an intergenerational inheritance, held in trust by government for the benefit of all current and future residents and visitors.

Consistent with this tradition, we strive to reinforce an inclusive culture that provides for public access, public input, technical assistance groups, stakeholder and public outreach, open communication, work teams, and shared decision making. The FWC encourages scientific inquiry and diversity of thought, and actively promotes these values with our public engagement efforts. The core concepts of these values are derived from a set of nationally accepted Wildlife Governance Principles that have been developed over time and focus efforts on conservation.

Additionally, we strive to make proactive resource decisions based on the best available science, balanced with social, economic and political interests, to create durable solutions with enforcement and managerial practicality. We empower staff to act locally on behalf of the agency to ensure decision making is as close to the issues as possible. We must cultivate a diverse and inclusive culture that

*We envision...*

*a Florida where fish and wildlife are abundant and thriving in healthy and connected natural landscapes with vital working lands and waterways; where natural resources are valued and safely enjoyed by all; and wherein natural systems support vibrant human communities and a strong economy.*

cares and includes values of integrity, professionalism, dedication, and adaptability, and create an environment that is inclusive and supports diverse opinions and voices in decision making at all levels.

## Wildlife Governance Principles

Wildlife governance will:

- ◆ Be adaptable and responsive to citizens' current needs and interests, while also being forward-looking to conserve options of future generations.
- ◆ Seek and incorporate multiple and diverse perspectives.
- ◆ Apply social and ecological science, citizens' knowledge, and trust administrators' judgment.
- ◆ Produce multiple, sustainable benefits for all beneficiaries.
- ◆ Ensure that trust administrators are responsible for maintaining trust resources and allocating benefits from the trust.
- ◆ Be publicly accessible and transparent.
- ◆ Ensure that trust administrators are publicly accountable.
- ◆ Include means for citizens to become informed and engaged in decision making.
- ◆ Include opportunities for trust administrators to meet their obligations in partnerships with non-governmental entities.
- ◆ Facilitate collaboration and coordination across ecological, jurisdictional, and ownership boundaries.



## Our Core Values

**Resource Stewardship** We are passionate about Florida's natural resources and use our expertise to manage and conserve fish and wildlife.

**Service Excellence** We are solution-oriented and committed to achieving wildlife and fisheries conservation results, and efficiently meeting the needs of the public and stakeholders.

**Teamwork and Collaboration** We communicate openly and work together effectively to achieve our common goals. We appreciate the value of diverse backgrounds, expertise, and ideas, and incorporate multiple perspectives into decision making.

**Professional Integrity** We operate honestly and ethically, and apply our processes, rules, and regulations in a consistent manner that engenders a climate of trust and fairness.

**Scientific and Technical Excellence** We use our science-based expert knowledge, technology, and other available resources to achieve high-quality work.

**Accountability** We set challenging goals for our achievement and hold ourselves accountable for the results.



## Business Practices

In addition to our core values, we also strive to follow a core business model that addresses how best to deliver our vision, strategy, and mission through key practices. These include:

- ◆ Thinking proactively and strategically to anticipate challenges and opportunities while taking actions that contribute to the achievement of long-term interests.
- ◆ Coordinating science, resource management, enforcement, and research.
- ◆ Providing a safe and healthy environment where the public can enjoy Florida's resources and waterways.
- ◆ Providing an excellent experience for our customers.
- ◆ Creating and maximizing the use of integrated work and issue teams.
- ◆ Continually striving to improve processes and efficiency for the benefit of residents and visitors.
- ◆ Leveraging technology.
- ◆ Integrating leadership development.
- ◆ Optimizing fiscal management.
- ◆ Adapting to new and emerging needs for communication.

These core values and business practices are further defined in, and serve as, the foundation of our internal communications programs, hiring practices, and annual employee evaluation process, embedding these principles into the fabric of our organization and making them meaningful to employees in their daily activities.



# Overview of Strategic Planning

We have been developing strategic and operational plans since the FWC's inception in 1999. Our first planning effort focused on developing the structure and culture of a newly-formed agency. Subsequent plans similarly focused on norms and values, including development of a collaborative and team-based culture. The strategic planning effort that resulted in the "FWC Agency Strategic Plan 2014-2019" was the first time we incorporated a large-scale, highly collaborative process to determine how to focus the strength of the agency on the most essential conservation challenges while ensuring safe and enjoyable public access to Florida's fish and wildlife resources. The 2014-2019 strategic plan identified agency Themes, Goals, and Strategies to define the conservation work required to achieve our mission. Hundreds of staff from across the agency at multiple levels worked in teams to create 109 measurable objectives across each of the five Themes, which were then prioritized by each Regional Leadership Team before being presented to our Commissioners. Executive leadership used that guidance, along with elements from other planning efforts, to develop seven Strategic Initiatives. These initiatives emphasized areas where we wanted to focus attention, discipline, and resources to make significant conservation gains over the subsequent five to 10 years. Strategic work is complex and takes considerable

## 2014-2019 Strategic Initiatives

**Boating as a Gateway to Conservation and the Outdoors:** Strengthen and promote the conservation connections of boating while protecting people and natural resources, and improving boating related opportunities.

**Conflict Wildlife:** Maintain the support and appreciation of fish and wildlife through sustainable coexistence by reducing human-wildlife conflict.

**Conservation through Innovation – Marine Fisheries Management:** Enhance marine fisheries through the expansion of progressive and collaborative management techniques.

**Conservation through Innovation – Private Lands:** Partner with private landowners as a key to enhanced conservation.

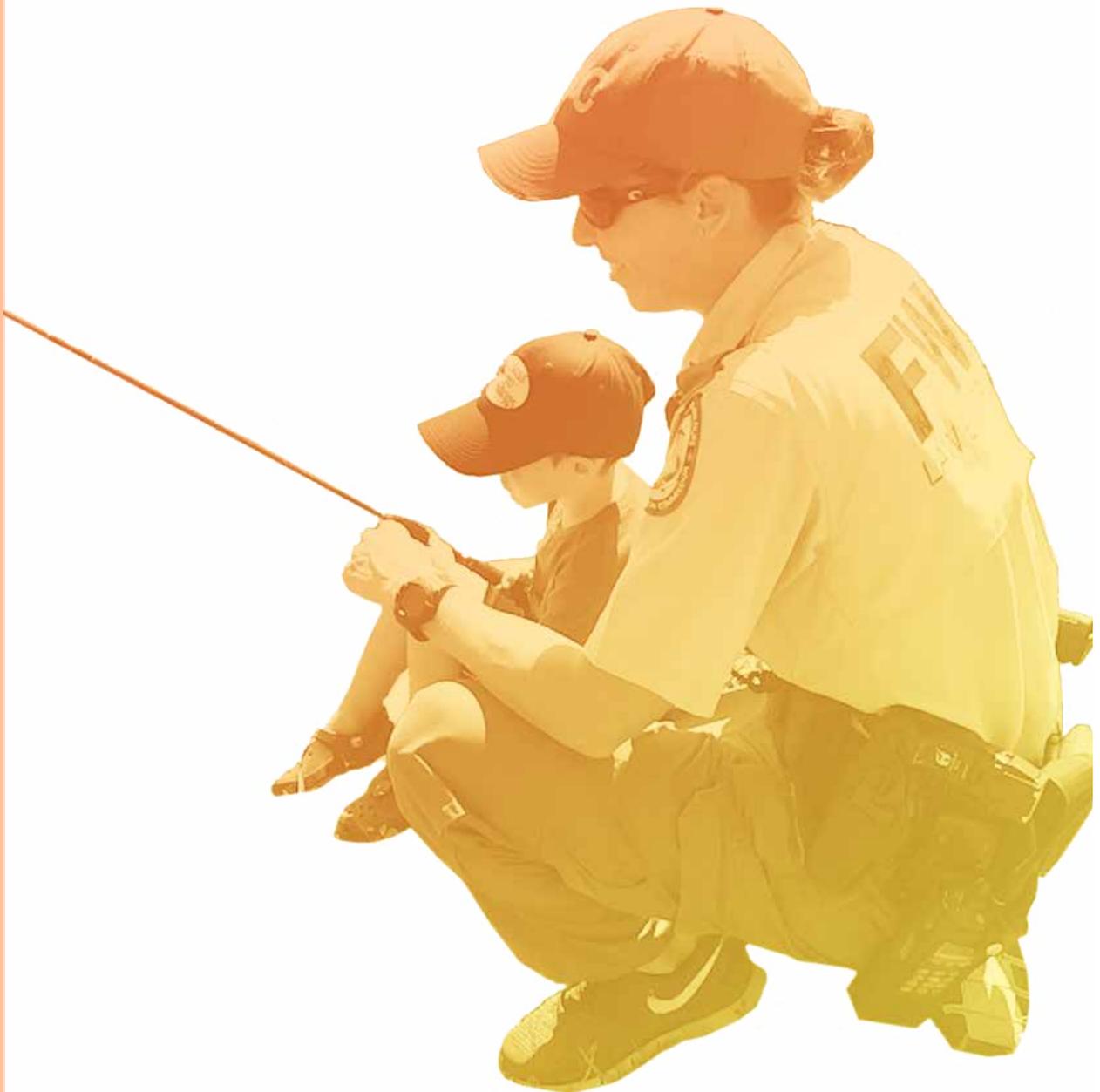
**Expanding Participation in Conservation:** Expand partnerships and FWC programs to encourage diverse youth and families to be more involved in the future of conservation.

**Imperiled Species Management Plan:** Improve the status of imperiled species to effectively reduce the risk of extinction.

**Running the Business:** Establish an internal infrastructure that identifies the areas of business operations and practices that represent high risk, prioritize them, and modify them to address risks.

planning and developmental investment to accomplish. Cross-divisional teams worked together to further define the SIs, develop implementation plans, and operationalize key portions of the initiatives. The work that was accomplished on these seven SIs created a foundation for furthering more effective strategic thinking, planning, and implementation of meaningful and long-lasting conservation efforts for Florida's fish and wildlife resources. The 2014-2019 SIs are now becoming part of the broader conservation work that we do and will continue to influence operational planning moving forward.

The current strategic plan builds upon the knowledge gained and lessons learned from all our prior strategic planning efforts. The purpose of our agency strategic planning is to leverage our values and behaviors as an agency with our operational workforce to produce significant conservation outcomes that align with an ever-changing world to better position ourselves in the future.



We must be strategic in identifying our emerging issues and opportunities to put our agency in the best position to achieve our mission. We must adapt to take advantage of changing technology, seize opportunities to improve our fiscal and operational resources, increase efficiencies, and align priorities across the agency. In order to adapt to a changing environmental, economic, and socio-political landscape, we must first understand and define the environment in which we work. This plan is focused on aligning our agency resources to address our strategic opportunities. The issues, challenges, and risks we face will be addressed in division operational plans and priorities.

## Issues We Face

- ◆ Maintaining the significance of natural resources as pillars of the community and economy.
- ◆ Habitat loss and degradation.
- ◆ Climate change impacts.
- ◆ Water quality and water quantity issues.
- ◆ Changes in public views of wildlife and conservation.
- ◆ Impacts from exotic and invasive species on natural systems.
- ◆ Natural disasters and disease outbreaks.

## Challenges we must address:

- ◆ Static revenue streams.
- ◆ Increasing program costs and infrastructure improvement needs.
- ◆ Loss of institutional knowledge with an unprecedented rate of upcoming retirements.
- ◆ Recruiting and retaining qualified employees.
- ◆ Leveraging legislative support for agency operations.
- ◆ Maintaining an adequate level of research, monitoring programs, and population assessments for fish and wildlife resource management.
- ◆ Balancing state and federal regulatory authorities and reducing unneeded regulatory burdens while ensuring sustainable species populations and protecting habitat.
- ◆ Securing habitat for fish and wildlife in the face of increasing development pressure.

- ◆ Managing aquatic systems and resources without control over water quality, quantity, timing, and distribution.
- ◆ Gaining public support for conservation and management.
- ◆ Shifts in demographics, changing attitudes toward conservation, and declining percentages of hunters and anglers, which all impact our relevancy to the public.

## **Meeting the Challenges**

We have a broad scope of core work that keeps us focused on our mission. This core work is the foundation of our agency and provides the basis for building a culture of strategic planning and doing. To address the identified challenges through strategic and operational planning, we must invest in the people, programs, and technology that best advance our highest priorities, which requires that we sunset low-priority activities, programs, or services. We must foster an agency culture and capacity to accept, understand, engage, and serve people with different interests and uses of fish, wildlife, and habitats. We must demonstrate fairness, honesty, and compassion; practice dedication and adaptability; and include diverse opinions throughout our decision-making processes.



As demographics change across the state, it becomes increasingly important to develop practices and processes that are responsive to the changing nature-based values of the public. We must focus on providing a safe environment for people to enjoy Florida's natural resources and the outdoors; adapt to the impacts of social media on communication; increase focus, capacity, and use of social sciences into agency conservation and management decisions and public engagement strategies; and foster cultural acceptance of hunting and fishing.

As we maintain a high level of core work and increase strategic planning and doing as part of our foundation, we will have a greater workload than the available resources can address. This will require a priority-based approach, meaning some work will not be completed. We will need to increase efficient use of our existing resources through realignments and decrease work on lower priority activities. We will need to work with our legislative team to secure the resources necessary for agency operations and priority issues, and leverage stakeholder relationships and partnerships to increase capacity for conservation work. We will integrate research, management, and law enforcement to focus on emerging threats, landscape conservation, and a holistic approach to watershed management. This will be accomplished through partnerships, leveraging funding sources, implementing existing plans, and fostering locally-led conservation. Achieving our conservation goals will require us to think strategically across the agency and prioritize our operations to meet the challenges that lie ahead.



# Our Organization

The core work of the FWC is broad and forms the basis from which strategic effort springs. Maintaining our core competencies and work is critical to our success and this section contains an overview of the core work areas within the FWC. This is by no means an all-encompassing description of the multi-faceted work conducted throughout the agency. Additional information on each of the divisions, offices, and the institute can be found within the “Programs of the FWC” annual report as well as within each division’s operational plans. This agency strategic plan focuses on a small portion of our overall work with the intent of identifying areas of strategic focus, using our existing work as the foundation.

Moreover, it is important to note that our agency’s structure is intentionally organized into inter-dependent parts that must work together to achieve our mission. Divisions serve as the main operational elements, while offices provide critical support functions across the entire agency. Regions then serve to ensure geographic continuity of policy and programs across the state. This structure necessitates strong collaboration and teaming amongst all parts of the FWC. We then carry this heavy focus on working together outside of the agency and actively engage partners, stakeholders, and the public in our decision making and implementation.

## FWC

### **Florida Fish and Wildlife Conservation Commission**

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

The FWC consists of more than 3,000 employees, including 848 sworn law enforcement officers. All personnel work together to protect and manage more than 575 species of wildlife, 200 species of freshwater fish, and 500 species of saltwater fish. The FWC works to balance the needs of these fish and wildlife species and the habitats that support them with the needs of Florida’s growing population of more than 21 million residents and record numbers of visitors coming to the state – well over 100 million annually.



## The Commissioners

The FWC's seven Commissioners are appointed by the Governor and confirmed by the Florida Senate to five-year terms. Their constitutional duty is to exercise the "...regulatory and executive powers of the state with respect to wild animal life and fresh water aquatic life and shall also exercise regulatory and executive powers of the state with respect to marine life, except that all license fees and penalties for violating regulations shall be as provided by law."

## OED

### Office of the Executive Director

The Office of the Executive Director provides coordination, oversight, and support for FWC operations. It provides policy guidance, fosters accountability, and promotes continual improvement among the agency's divisions and offices. To address important conservation issues, OED coordinates and supports strong engagement of Commissioners and facilitates effective interaction with agency customers; stakeholders; federal, state, and local elected officials; federal and state agencies; and FWC staff. Further responsibilities include maintaining facilities and infrastructure and leading efforts to strategically focus agency staff and resources on conservation priorities. OED staff work closely with the agency's Senior Leadership Team to ensure effective integration of agency activities and programs across all divisions and offices.

There are multiple functions within OED, with some primary functions including media relations and informing residents and visitors about fish and wildlife resources; quickly and efficiently issuing licenses and permits for recreational fishing and hunting and for commercial saltwater and freshwater fishing; providing oversight for the agency's administrative functions such as disbursements, financial management, procurement, leasing, and property; managing an automated information technology environment that is reliable, secure, cost-effective, and responsive; and working closely with division, regional, and office directors to identify and coordinate programs with boundary-spanning implications that will benefit the FWC.



## FWRI

### **Fish and Wildlife Research Institute**

*The Fish and Wildlife Research Institute provides timely information and guidance to protect, conserve, and manage Florida's fish and wildlife resources through effective research and technical knowledge.*

The work done by the Fish and Wildlife Research Institute reaches far beyond the confines of the FWC. Research conducted on habitats, freshwater and marine fisheries, harvested and imperiled species, and other important plant and wildlife communities in Florida is used by federal, state, and local governments; universities; recreational and commercial fishing interests; recreational hunting and boating interests; nongovernmental organizations; and the public. FWRI integrates its research activities with management efforts of other FWC divisions.

Primary work areas within FWRI include conducting monitoring, assessments, mapping, and research to support development of management practices to protect and improve the quality of habitat and diversity of wildlife on state-managed lands; maintaining an extensive collection of fish and invertebrate specimens and providing data management services and scientific library services; integrating research on predicted or emerging threats to fish and wildlife conservation, such as climate change; and acquiring and distributing biological and ecological information critical for the science-based management, conservation, restoration, and wise use of Florida's fish and wildlife resources.



## FFM

### **Freshwater Fisheries Management**

*The Division of Freshwater Fisheries Management manages, enhances, and conserves Florida's freshwater aquatic life for public benefit.*

The Division of Freshwater Fisheries Management is responsible for directing the management and identifying the research needs of freshwater fisheries within public lakes, rivers, streams, and canals, with efforts focused on improving the fish populations and their habitats to benefit anglers and other stakeholders. This is accomplished through strategies revolving around improving aquatic habitat; increasing access; improving freshwater sport and

commercial fisheries; stocking sportfish; regulations; developing management plans; increasing aquatic stewardship; and building partnerships with state, county, and city governments, industry leaders, and freshwater stakeholders. FFM has developed a private-public partnership through the TrophyCatch conservation and marketing program, which uses citizen science to provide valuable information that contributes to the management of Florida's trophy bass fisheries. Special projects, such as the high school fishing program and kids' fishing clinics, encourage responsible fishing practices and help bolster future generations' understanding of and personal investment in the conservation of fish and wildlife resources.

Primary work areas include evaluating freshwater resources through surveys and inventories of fish populations and angler use; maintaining Fish Management Areas that provide access and promote fishing; developing aquatic habitat enhancement/restoration projects; producing fingerling and sub-adult fish for stocking in public waters to enhance fisheries, provide new opportunities, supplement urban pond populations, and for youth events; and work with communities surrounding major freshwater resources so they appreciate the intrinsic value and economic importance of the resource and the fishery.



## HSC

### **Habitat and Species Conservation**

*The Division of Habitat and Species Conservation ensures healthy populations of all native wildlife and their habitats on a statewide basis.*

The Division of Habitat and Species Conservation integrates scientific data with applied habitat and species management to maintain stable or increasing populations of fish and wildlife. Conservation integration efforts focus on the ecosystem or landscape scale to provide the greatest benefits to the widest possible array of fish and wildlife species. Accomplishing this mission requires extensive collaboration and partnering with local, state, and federal agencies to maintain diverse and healthy fish and wildlife populations for the benefit of all Floridians and visitors, which provides direct ecological, economic, aesthetic, scientific, and recreational benefits.

Primary work areas include managing, maintaining, enhancing, and restoring native natural habitats on 1.4 million acres, assisting cooperators with wildlife management on another 4.5 million acres, and working with partners to connect and expand public conservation lands; providing technical assistance to private landowners to implement wildlife conservation strategies;



restoring, enhancing, and managing publicly-owned aquatic resources to improve the ecological health of freshwater, estuarine, and marine habitats; directing, coordinating, and funding control of invasive upland plants on public conservation lands and invasive aquatic plants in public waterways; developing and implementing high-priority conservation activities to improve conditions for native and imperiled wildlife; addressing human-wildlife interactions and managing the impact of native and nonnative fish and wildlife species; reviewing growth management and regulated land and water use project proposals that have potential to impact Florida's fish, wildlife, and habitat resources; and promoting, facilitating, and expanding nature-based tourism, recreational opportunities, and public participation in conservation.

## HGM

### **Hunting and Game Management**

*The Division of Hunting and Game Management manages and conserves game wildlife for the future, while fostering safe and responsible hunting.*

The Division of Hunting and Game Management uses scientifically proven game-management strategies and professional expertise to conserve game wildlife and perpetuate sustainable hunting opportunities on public and private lands statewide. The Division also manages public shooting sports facilities throughout the state and offers hunter safety programs to foster safe, responsible hunting.



Primary work areas include managing Florida's wild game populations using science, leadership, and key partnerships; providing opportunities for responsible and sustainable hunting on public and private lands; working with stakeholders and partners to coordinate support for hunting-related activities; providing hunter safety courses and special events to ensure Florida hunters are well prepared to be safe, responsible, and conservation-minded; and constructing and managing public shooting ranges located throughout the state.

## LE

### **Law Enforcement**

*The Division of Law Enforcement protects Florida's natural resources and people through proactive and responsive law enforcement services.*

The FWC Division of Law Enforcement, comprised of 1,043 members including 848 sworn law enforcement officers, operates in six regions throughout the state. FWC officers are responsible for uniformed patrol and investigative law enforcement services on more than 8,400 miles of coastline, more than 13,000 square miles of offshore waters, and more than 34 million acres of land encompassing a variety of habitats including private lands, wildlife management areas, state parks, and forests.

Primary duties include protecting Florida's fish and wildlife and their habitats, and providing law enforcement services that protect public safety throughout the state of Florida. The division also provides support for state Emergency Operations Center activities and readiness for natural disasters and mutual aid requests. Personnel also engage in targeting illegal black-markets and trafficking in fish and wildlife, conduct federal fisheries enforcement patrols, help to regulate the Florida seafood industry, and enforce rules related to captive wildlife.



Some internal programs undertaken by the division include professional recruitment efforts of new officers; providing world-class training and recruit instruction; conducting progressive advanced training; implementing the division career development programs; and providing intelligence information to officers in the field. The DLE enhances boating safety and waterway experiences through maintenance and repair of approximately 244 boat ramps, construction of new boat ramps, and placement and maintenance of waterway markers.

## MFM

### **Marine Fisheries Management**

*The Division of Marine Fisheries Management manages Florida's marine fisheries for their long-term sustainability, their economic benefits, and for the enjoyment of the public.*

The Division of Marine Fisheries Management works with stakeholders, federal agencies, other states, and regional councils to manage and provide outreach on more than 500 marine fish and invertebrates. The division also provides expertise, monitoring, and grant funding for the deployment of artificial reefs; recovers lost or abandoned lobster and crab traps; conducts wholesale-dealer audits; provides agency comments on proposed development projects that may affect marine resources; and issues special activity licenses for harvest of species for research and educational purposes. This division additionally provides outreach and education to introduce people to the sport of fishing, instill ethical angling values, and ensure comprehension of marine fisheries regulations.

Primary work areas include compiling fishery data, coordinating with other government agencies and research institutions, and soliciting information from the public regarding fishery management strategies for state saltwater fisheries regulations; serving as liaison between the FWC Commissioners, interstate fisheries commissions, and federal fishery management councils that manage marine fish species such as snapper and grouper in federal and interstate waters; promoting responsible recreational and commercial fishing activities; and administering the statewide artificial reef programs.



## Strategic Framework

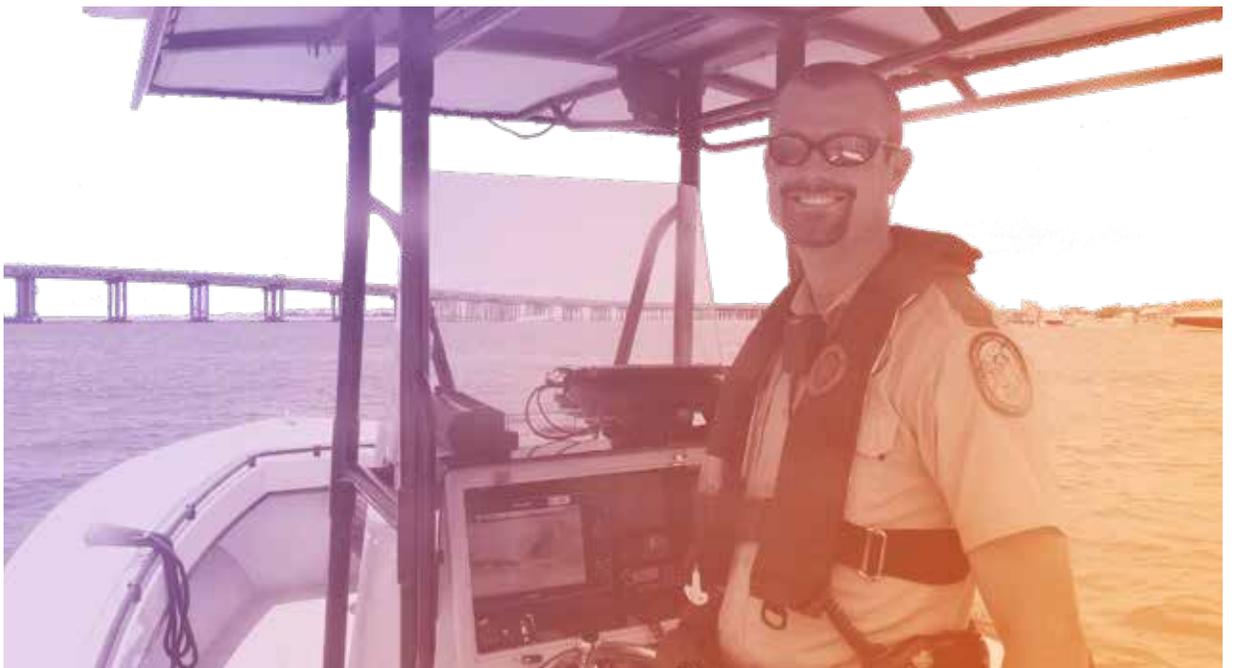
Maintaining the FWC's core work is foundational to achieving our mission and continuing our success of achieving conservation. Enforcement and education, public engagement, species and habitat management, comprehensive research, freshwater and marine fisheries enhancement, sustaining game wildlife as a public resource, and operating within responsible business practices are all components of the exceptional work we do every day. These central functions comprise the majority of our time and effort, and continuing to excel in this work is key to successfully conserving Florida's fish and wildlife and their habitats into the future.

Currently, considerable effort is spent responding to urgent challenges. Much of this work is reactive in nature, rapidly consumes resources, and ultimately pulls focus from identified priorities. A refined approach to the future – one that results in a more agile and focused organization – is necessary to minimize time spent reacting and increase time spent making progress toward our strategic priorities. By increasing the portion of work we do that is strategic, focused, and proactive, we can better adapt to our changing environment, integrate strategic solutions into our operations to address specific issues, and position ourselves to successfully conserve fish and wildlife into the future (Figure 1).

The strategic approach presented here is a framework for infusing strategy into our operations and ultimately positioning the FWC to proactively address known challenges, capitalize on opportunities, and continue to successfully fulfill our mission. Investing time in strategic priorities is necessary to sustain the model for fish and wildlife conservation that the FWC has built. The conservation gains realized through focused planning and dedicated action are both worthwhile and essential. When strategic initiatives become fully integrated into the core components of the work we do, we achieve long-term, sustainable success.



**Figure 1.** Currently, a significant portion of our effort is spent reacting to urgent issues. With a shift to a more proactive, forward-focused approach, through time we can reduce the overall amount of reactive efforts by using approaches that address future challenges.



## Establishing Dynamic Strategic Initiatives

Identifying strategic priorities at the agency, division, and section/program level is an important component of a future-focused approach. Strategic initiatives are intended to leverage areas of strategic importance and strengthen conservation efforts. SIs are distinguished as proactive, timely, and important topics requiring increased focus and a shift in resources. SIs are not a response to urgent, reactive challenges, nor are they a shift in course due to opportunities to address topics of lower priority. They are those critically important conservation efforts that focus on future opportunity or alignment, require dedicated attention, challenge us to work across organizational lines, and for which a shift in resources or change in operational structure may be required.

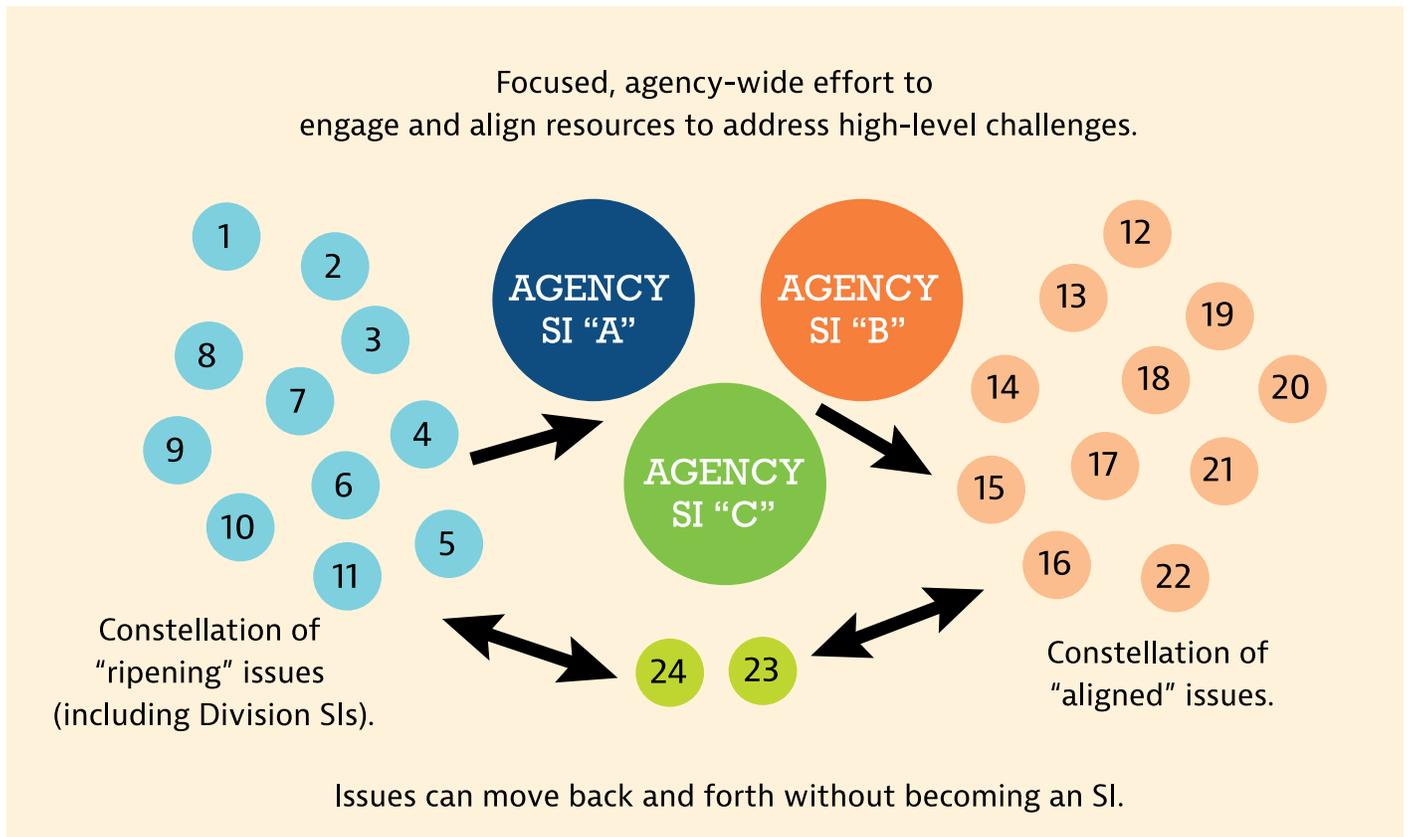
Initiatives will be selected through an ongoing process that includes environmental scanning and staff input. Strategic planning will include feedback and ongoing discussion with each division to clarify emerging issues and priorities.

A cross-divisional strategic planning team will compile input, identify common themes across the agency, and evaluate potential initiatives. This team will produce recommendations on strategic areas of focus for agency and division-level initiatives to be discussed with each division leadership team and by the FWC's Executive Leadership Team. Collectively, the ELT will determine which issues become agency-level initiatives. Then, with support from the agency's strategic planning team, initiative sponsors will coordinate cross-divisional work to further describe the initiative and develop clear objectives and timelines.

### Strategic initiatives:

- ◆ Realize significant benefits for conservation that otherwise would not occur.
- ◆ Are forward-focused instead of reactive.
- ◆ Need directed increase in agency focus.
- ◆ Span section or division boundaries.
- ◆ Require resource reallocation.
- ◆ May necessitate realignment or organizational transformation.

To ensure available resources are fully focused on priorities, no more than three agency SIs will be active at any given time. Limiting the number of topics we are addressing through a strategic shift in resources is intended to yield more progress in each initiative more quickly than when resources are divided among numerous initiatives. Initiatives will develop clearly defined objectives from the onset and will be evaluated annually. Many topics identified through consideration of influences, challenges, and opportunities may be urgent in nature and require cross-divisional coordination at an operational level. While only a subset of these topics will be active as an SI at any given time, we will continue to design our core work to sustainably address urgent needs by working across organizational boundaries. As this intentionally necessitates an adaptive approach, we will reassess this process after another five-year period to improve our development of strategic initiatives moving forward.

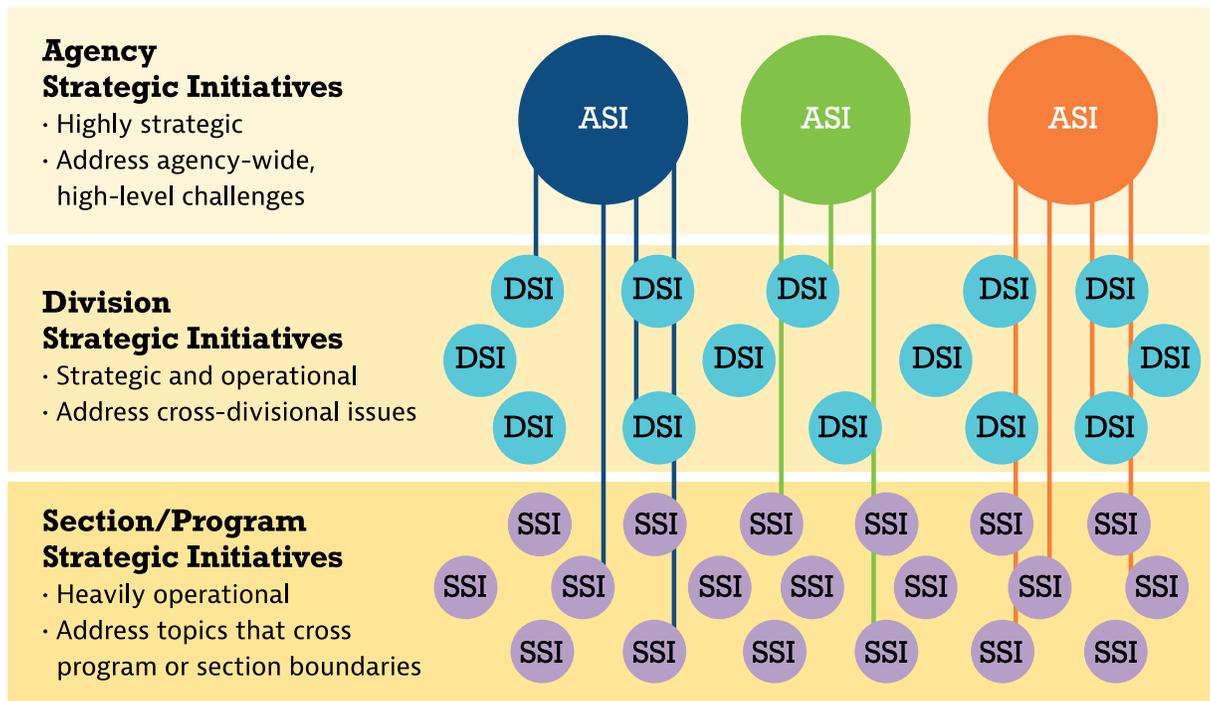


**Figure 2.** Dynamic Strategic Initiatives for 2020-2024

There will be no more than three agency strategic initiatives at any one time with no more than three strategic initiatives per division. Initiatives can change when special emphasis is no longer needed and they will be tracked as part of the strategic plan framework.

## Integrative Work Planning

To help weave strategic thinking into the fabric of the FWC, we will identify initiatives at multiple levels of the agency (e.g., division, section, and program initiatives) to both support agency initiatives and integrate the strategic framework into the structure of our core work. While key issues will be addressed through agency initiatives, division initiatives are also critical to addressing important topics. Sections and programs may also identify initiatives by shifting focus to a refined set of topics. Divisions, sections, and programs are encouraged to apply a framework similar to the one presented here to identify priorities requiring a strategic approach and develop timely initiatives to address them. Like agency-level initiatives, these will have a refined focus, so no more than three initiatives will be active for a division at any given time. Divisions with a significant role in an agency initiative will assume the agency initiative as one of up to three initiatives on which to focus as a division. This framework is founded on each division, section, and program initiating proactive strategies in addition to maintaining operational priorities. To achieve this, divisions may need to identify operational activities that no longer warrant agency focus and evaluate where capacity can be created to refocus on proactive topics. With strategic efforts active at the agency, division, and potentially section and program levels, we will strive to align vertically to leverage resources and coordinate efforts (Figure 3).



**Figure 3.** Strategic initiatives at the agency, division, and section or program levels. Vertical alignment of effort and coordination supports progress toward initiatives at multiple levels within the agency.

## Future-focused Conservation

FWC's 2020-2024 strategic plan is built upon the idea that we must be intentional in our work to conserve Florida's fish and wildlife resources so they are available for current and future generations. Our success in this arena directly depends on our individual and collective action, and accountability for achieving our mission. Guided by this strategic approach, shaped by our values and fueled by our passion, we will work together to build the Florida we envision: a Florida where fish and wildlife are abundant and thriving in healthy and connected natural landscapes with vital working lands and waterways; where natural resources are valued and safely enjoyed by all; and wherein natural systems support vibrant human communities and a strong economy.



# Strategic Initiatives: 2020

## Agency Initiatives

From October 2019 through March 2020, the agency strategic planning team worked with division leadership teams to determine the next round of SIs (this process is outlined in [Appendix 1](#)). The ELT collectively affirmed the initial three agency SIs and discussed initiative alignment under the new strategic approach. Moving forward, initiative sponsors will coordinate cross-divisional work to establish clear milestones and time frames for achieving objectives under the following areas of strategic focus:

### Invest Inward

A strong foundation to maintain our core functions is critical to sustaining the important work we do and achieving our mission. **Investing Inward** means focusing on key challenges within our agency that, when addressed, position us to better accomplish sustainable conservation into the future. These challenges include: 1) staff retention, recruitment, capacity, and distribution; 2) infrastructure improvements, facilities, technology, and equipment; and 3) cultivating a culture that cares through investing in morale, professional development, diversity, and inclusion.

### Landscape Conservation

The **Landscape Conservation** initiative will define a unified conservation vision to be implemented at the local level and fit within a broadly agreed-upon conservation target. This conservation vision should be one that can be shared with and implemented by internal and external, public and private partners to achieve broad-scaled, long-lasting conservation outcomes. Conservation delivery at the local level will require that we develop a network of local, state, federal, and private partners to provide technical and financial resources (data, information, assistance, funding opportunities) and a stable communication network.

### Relevancy, Engagement, and Support

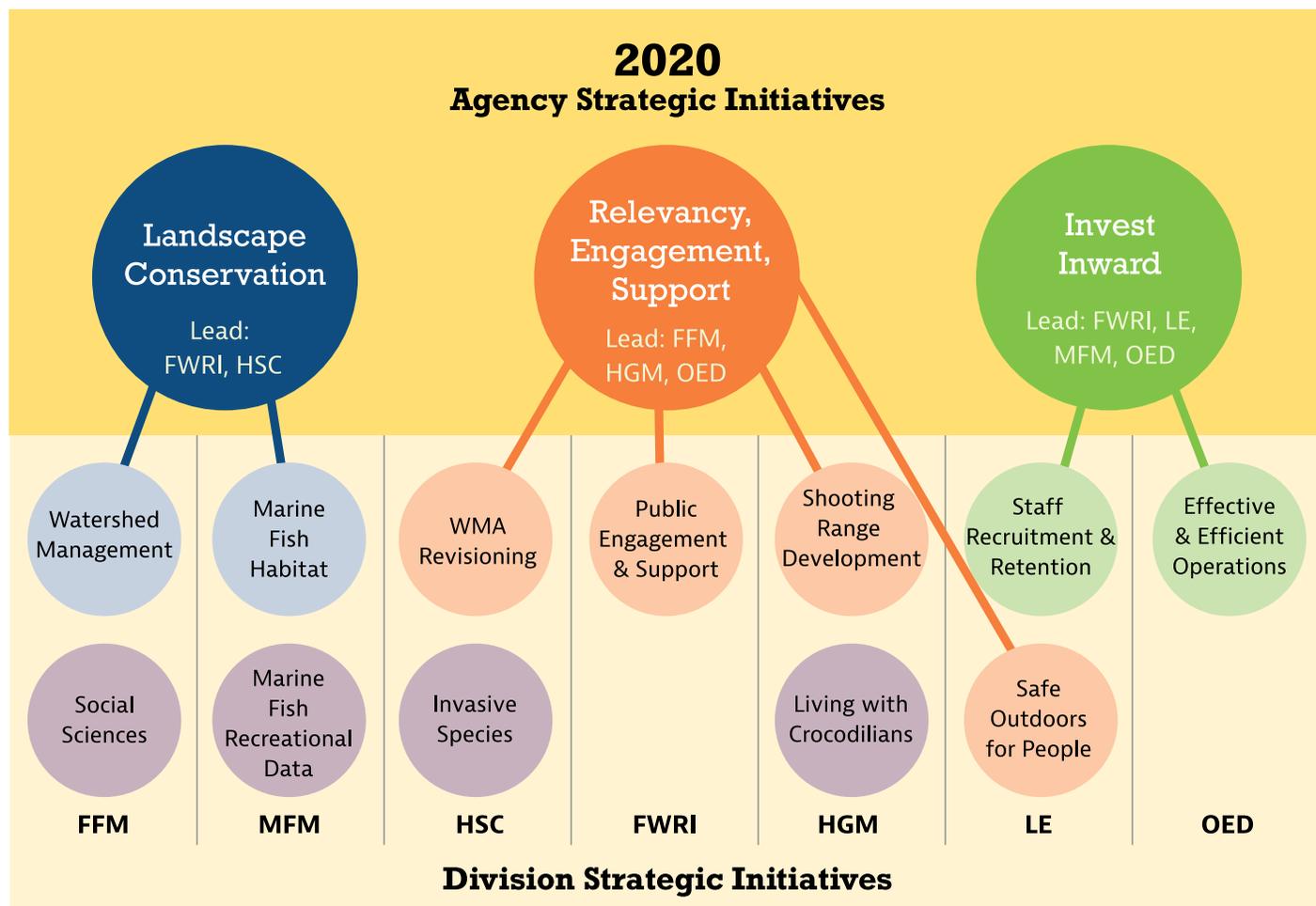
Recognizing the need to adapt to Florida's changing demographics and values by improving agency engagement and service to broader constituencies, **Relevancy, Engagement, and Support** focuses on the need to enhance conservation through broader engagement, identify available capacity for and challenges to reaching and servicing more constituents, and establish logical steps to helping the public understand the impact that fish and wildlife conservation has on their quality of life and mental and physical well-being. This includes increasing both social and financial support for conservation.

## Division Initiatives

The input provided by division leadership to determine agency strategic initiatives was also used to determine division initiatives. As outlined in the strategic framework section, divisions with a significant role in an agency strategic initiative will assume the agency initiative as one of their three division initiatives. The initiatives in Figure 4 were identified as the most timely to address at the agency and division levels. Division initiatives were also affirmed by the ELT. Each initiative will be further described by divisions as part of their workplans.

Many division initiatives align with the broader agency initiatives but will address discrete challenges relevant to the core work of those divisions. This alignment increases the focus and shift of resources towards these topics through both strategic and operational approaches and unifies work across the agency. Some divisions also have initiatives that do not directly align with agency initiatives but do represent important, timely topics that divisions, programs, and sections will strategically address. The constellation of initiatives at the agency and division levels illustrates the alignment of strategic work proposed in Figure 3.

## Strategic Alignment



**Figure 4.** Vertical alignment between the agency and division initiatives shows multiple tiers of support for the broad initiative topics.

# APPENDIX 1

## 2020 Strategic Initiative Selection Process

Division leadership teams provided input on timely initiatives to the agency strategic planning team throughout the selection process. A number of challenges and opportunities were identified through a questionnaire and follow-up discussions. Common themes emerged among the initiatives proposed by each division, and alignment was strong in several themes. These themes may affect each division in unique ways, but they represent agency-wide challenges that require a directed focus to fully address.

Table 1 on the following page is a process illustration of preliminary initiatives from the first round of data analysis. Development of agency and division initiatives went through several iterations of division-level review through the ELT as concepts evolved and solidified, eventually becoming the 2020 Strategic Initiatives outlined in Figure 4.



**Table 1.** Common themes were identified from the initiatives, influences, and challenges put forward by each division. This crosswalk represents proposed initiatives and alignment among agency-wide challenges. This information guided the initiative selection process for 2020.

## Proposed Initiatives

Agency Initiatives	Division Initiatives
<b>FFM</b> <ul style="list-style-type: none"> <li>■ Wildlife conflict</li> <li>■ Watershed management</li> <li>■ Social sciences</li> </ul>	<ul style="list-style-type: none"> <li>■ Lake management plans</li> <li>■ Chipola and shoal bass</li> <li>■ Largemouth bass</li> </ul>
<b>FWRI</b> <ul style="list-style-type: none"> <li>■ Relevancy</li> <li>■ Landscape conservation</li> <li>■ Diversify and modernize revenue</li> <li>■ K-12 and new resident education</li> </ul>	<ul style="list-style-type: none"> <li>■ Staff recruitment and retention</li> <li>■ Integrative research on events</li> <li>■ Integrate research and management</li> </ul>
<b>HGM</b> <ul style="list-style-type: none"> <li>■ Landscape conservation</li> <li>■ Expand participation in conservation</li> <li>■ Wildlife conflict</li> </ul>	<ul style="list-style-type: none"> <li>■ Implement R3 plan</li> <li>■ Shooting range construction</li> <li>■ Living with crocodilians campaign</li> </ul>
<b>HSC</b> <ul style="list-style-type: none"> <li>■ Infrastructure improvement</li> <li>■ Landscape conservation</li> <li>■ Relevancy</li> </ul>	<ul style="list-style-type: none"> <li>■ WMA re-visioning (relevancy)</li> <li>■ HSC's role in landscape conservation</li> <li>■ Invasive species</li> </ul>
<b>LE</b> <ul style="list-style-type: none"> <li>■ Invest inward</li> <li>■ Public service</li> <li>■ Science and conservation</li> </ul>	<ul style="list-style-type: none"> <li>■ Reinforce culture that cares</li> <li>■ Recruit and retain quality staff</li> <li>■ Safe environment for people</li> </ul>
<b>MFM</b> <ul style="list-style-type: none"> <li>■ Invasives</li> <li>■ Wildlife trafficking</li> <li>■ Corals</li> <li>■ Invest inward</li> </ul>	<ul style="list-style-type: none"> <li>■ Maximize productivity, capacity</li> <li>■ Marine fish habitat</li> <li>■ Marine fish recreation data collection</li> </ul>
<b>OED</b> <ul style="list-style-type: none"> <li>■ Internal focus/invest inward</li> <li>■ Human dimensions and social science</li> <li>■ Effective, efficient operations</li> </ul>	<ul style="list-style-type: none"> <li>■ OED organizational management</li> <li>■ Connectivity with other D/Os</li> </ul>

## Common Themes

### Invest Inward

- ◆ Staff: recruitment, retention, pay, capacity, distribution
- ◆ Infrastructure: facilities, technology
- ◆ Funding: stable sources
- ◆ Culture that cares: training, morale, professional development, diversity

### Landscape Conservation

- ◆ Watershed management
- ◆ Integrate science with management
- ◆ WMA re-visioning
- ◆ Landscape conservation prioritization
- ◆ Marine and freshwater habitat

### Relevancy, Engagement, and Support

- ◆ For fish and wildlife conservation
- ◆ For FWC as an agency
- ◆ Safe environment for people
- ◆ EPIC, R3, K-12 education
- ◆ Public service (good work)

### Social Science and Human Dimensions

- ◆ Apply to management decisions
- ◆ Increase capacity to gather social science
- ◆ Increase value in FWC
- ◆ Use to influence behaviors
- ◆ Maintain focus on relevancy

### Wildlife Conflict and Invasives

- ◆ Native species conflict
- ◆ Nonnative wildlife
- ◆ Invasive plants
- ◆ Aquaculture
- ◆ Trafficking and trade
- ◆ Living with crocodilians

### Operational: Proactive Research and Development/Other

- ◆ Climate change
- ◆ Marine fish recreational data
- ◆ Largemouth bass
- ◆ Corals
- ◆ Shooting range construction