

Strategic Planning Update



Staff Report
October 8, 2020



Florida Fish and Wildlife Conservation Commission

[This document summarizes an update on strategic planning presented to the Florida Fish and Wildlife Conservation Commission (FWC) at its October 2020 meeting.]

FWC recently wrapped up a 5-year strategic planning cycle and transitioned into a new 5-year planning cycle that spans from 2020 through 2024. This planning effort is referred to as 2020+.

Division: Office of Strategic Initiatives

Author: Tindl Rainey

Contact: Tindl.Rainey@MyFWC.com

Report date: October 2020

Highlights from 2014–2019 Strategic Planning Effort



Through staff's extensive work on the 2014-19 Strategic Initiatives, we made great progress in moving the needle for conservation. With considerable collaboration, we developed Wildlife Best Management Practices and an Imperiled Species Management Plan. We launched a "Stash the Trash" conservation outreach campaign aimed at boaters and took significant steps toward developing an enterprise Customer Relationship Management System, which will provide a more meaningful connection to those we serve and better enable us to get out in front of issues and opportunities. We created a database where staff can access education and outreach resources for youth and family programs. We improved internal communication and collaboration around marine resources issues, imperiled species management, private land programs, and our wildlife incident response, along with educating ourselves on how boating is an integral part of the agency.

Background on FWC Strategy: Early 2000s



Teamwork



“Think FWC”



Culture & Behaviors



The 2020+ plan is built on the good work and lessons learned from previous planning efforts. In the early 2000's we were a newly formed agency created from the merger of different entities. As such, our strategy at the time focused heavily on culture and the behaviors necessary to work together as one team.

Background on FWC Strategy: 2014– 2019



Collaborative Plan
Development

Comprehensive
Goals, Strategies,
and Actions

Strategic Initiatives

The 2014-19 Agency Strategic Planning cycle was an inclusive effort that involved hundreds of individuals from across the agency from directors to field staff, as well as Commissioners and stakeholders. We set up numerous teams and made decisions jointly, which was a lengthy process. In addition to moving the agency forward through accomplishing strategies, this approach also increased agency collaboration and understanding. This methodology fostered new perspectives and relationships through staff's interactions, which were a fundamental aspect of this planning cycle.

This Plan was designed to move the Florida Fish and Wildlife Conservation Commission (FWC) toward our conservation 'north star' and we challenged staff to create aspirational goals and broad strategies, with SMART (Specific, Measurable, Achievable, Realistic, Timely) objectives to focus implementation. The Plan included seven Commission Policy Focal Areas, seven Strategic Initiatives (SIs), four themes, 13 goals, 51 strategies, and 109 objectives. This turned out to be more than we could fully focus on in one planning cycle. Therefore, we narrowed our priority focus to seven SIs, which overlapped significantly with the Commission Policy Focal Areas: Boating as a Gateway to Conservation and the Outdoors; Conflict Wildlife; Conservation Through Innovation, Marine Fisheries Management; Conservation Through Innovation, Private Lands; Expanding Participation in Conservation; Imperiled Species Management Plan; and Running the Business.

Background on FWC Strategy: 2020+



Using a streamlined approach to developing the 2020+ plan, a small core team of staff wrote the plan – working hand-in-hand with Division and Executive Leadership to understand their work and the challenges facing their work. The plan was designed as a framework rather than a prescriptive or operational plan. This framework includes a dynamic approach to strategy that provides flexibility.

2020+ Overview



The 2020+ plan includes a refreshed vision statement, clearly articulated values, and strategic scanning of the issues and challenges surrounding our work.

2020+ Goal



Present → Future



Recipe for Success



The Recipe for Success is a simple way of communicating with FWC staff the 3 things we are asking of them.

Do Good Work – Staff do good conservation work every day and they need to continue to do so. This is the foundation of our strategy.

Practice Core Values – We ask that staff model the behaviors that create good workplace culture.

Be Strategic – We ask that staff look to the horizon to see what’s coming and operate with intention.

About Strategic Initiatives



Different From Other Efforts

Multi-Dimensional

Limited in Number

Dynamic



Strategic Initiatives are specific topics that staff will focus energy on. They are different from other efforts in that they are forward-focused and not reactive, they span the boundaries of our organizational units, and may require some reallocation or realignment.

Strategic Initiatives will be identified at the agency level as well as at division and section/program levels within FWC.

We will work on no more than 3 agency Strategic Initiatives at any given time, but Initiatives will cycle off as progress is made and a new Initiative will cycle on in it's place.

2020 Agency Strategic Initiatives



Landscape
Conservation



Relevancy,
Engagement, and
Support



Invest Inward

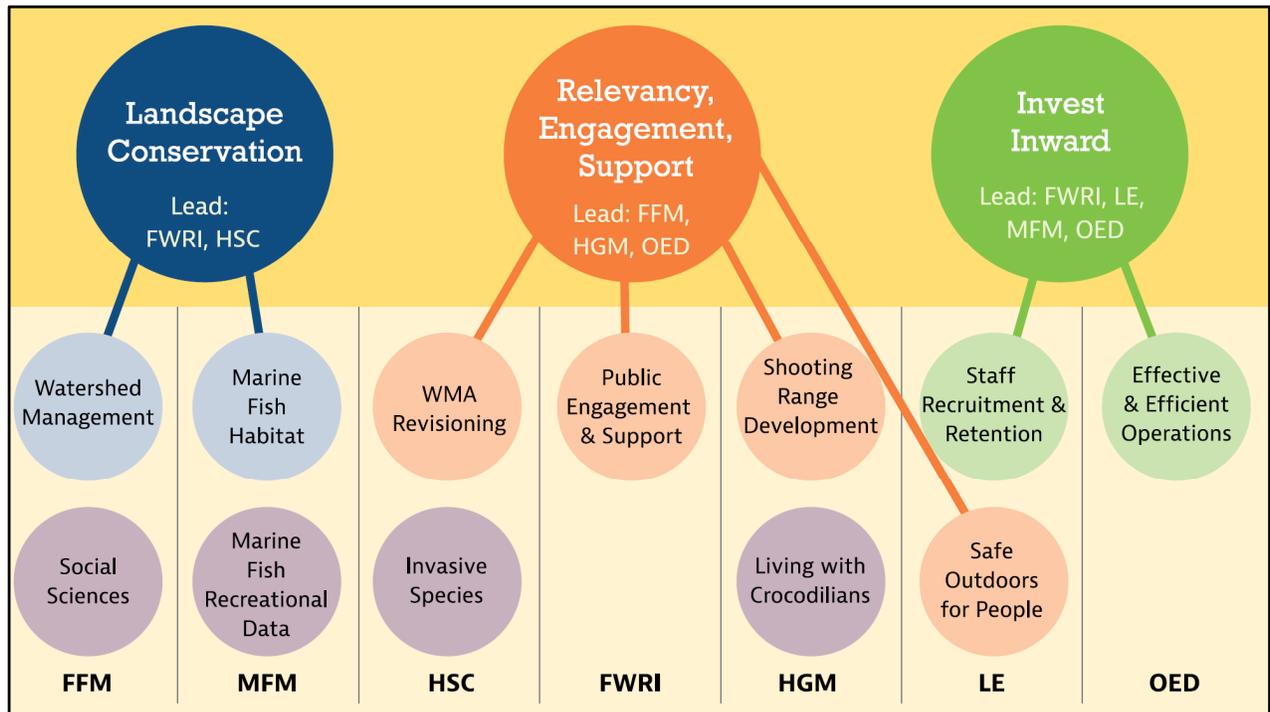


2020 Agency Strategic Initiatives:

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.

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 serving more constituents, and identify 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.

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.





In conclusion, this is an update on strategic planning efforts – no action is required. While a great deal of work has been done to develop this plan, the real work is just beginning as we shift from planning to action.