

This is a review and discussion of a strategic framework which is guiding staff towards the future.

report date: September 6, 2012

Planning at FWC

Comprehensive – Strategic – Objective – Work

- Species Management Plans
- Action Plans
- Project Plans
- Area Management Plans



There are a variety of different types of plans used by FWC. Planning approaches can range from a comprehensive high-level plan down to a detailed annual work plan depending on the purpose and the scope of the planning effort. Our Agency Strategic Plan describes FWC's longer-term (5 years) approach to achieving its mission and provides high-level direction and a framework for the activities of the agency.

Many of FWC's plans are written at the operational or annual work plan level. Some of the longer-term plans include the Gopher Tortoise Management Plan and Deer Management Plans. Many of our plans are developed in coordination with partners, stakeholders and the public, for example the Statewide Wildlife Action Plan.

How Did We Get Here?

- First “Strategic Plan” in 2004
- 2009-2011 staff discussions to refine our conservation direction
- Cross-cutting high-level themes identified.
- 2011 New Plan drafted
- Stakeholders were invited to comment
- Executive Director and Chairman Barco reviewed



FWC's first Strategic Plan was produced during the agency reorganization as a guidance document of how we wanted to conduct our work – it didn't provide sufficient strategic direction or conservation goals for staff.

During 2009-2011, multiple teams met to articulate high-level conservation goals, focusing on the most important things to do for the conservation for fish and wildlife and the habitats they depend on. Important conservation actions that were identified in several of teams were identified as themes in this revised agency-level strategic plan. Strategies to achieve the high-level goals were identified and this document was provided to staff for input and comments as well as over 250 stakeholders. The document was revised to reflect staff and stakeholder input and presented to the Executive Director and Chairman for review.

Some of the stakeholders providing suggestions and comments to staff included: University of Florida-IFAS, Gulf States Marine Fisheries Commission, National Park Service, SWFWMD, American Sportfishing Association and Florida Defenders of Wildlife

How Is This Plan Different?

- Not “top-down directive” but a true cross-cutting product initiated by staff with the experience and expertise needed to chart a course for the future
- Not a restatement of what we are doing now, but concepts of what we want the future to be like
- Not “the end” but the basis for additional planning and choices



This planning effort involved hundreds of staff at many levels to include a broad perspective of knowledge and expertise. This plan is unique because it is staff initiated – taking advantage of those staff closest to the issues. It includes stakeholder input and influence and also Commissioner input. It focuses on the most important things to do – recognizing that FWC can not do this alone and we will have to leverage the resources of our partners and stakeholders to achieve our mission. It also provides a broader suite of potential actions – not just a re-statement of the ones that we can currently doing. This Plan is not the end, but just the beginning of our efforts as we examine what are the most important things to do, what are we currently doing, and how we can better align our actions to achieve our mission in the most effective and efficient manner possible.

Themes For the Future

- Florida's Fish and Wildlife Populations and Their Habitat
- Hunting, Fishing, Boating and Wildlife-Viewing Opportunities
- Sharing Responsibility for Fish and Wildlife Conservation and Management with an Emphasis on Developing Conservation Values in Our Youth
- Community Involvement
- Effective and Responsive Organization

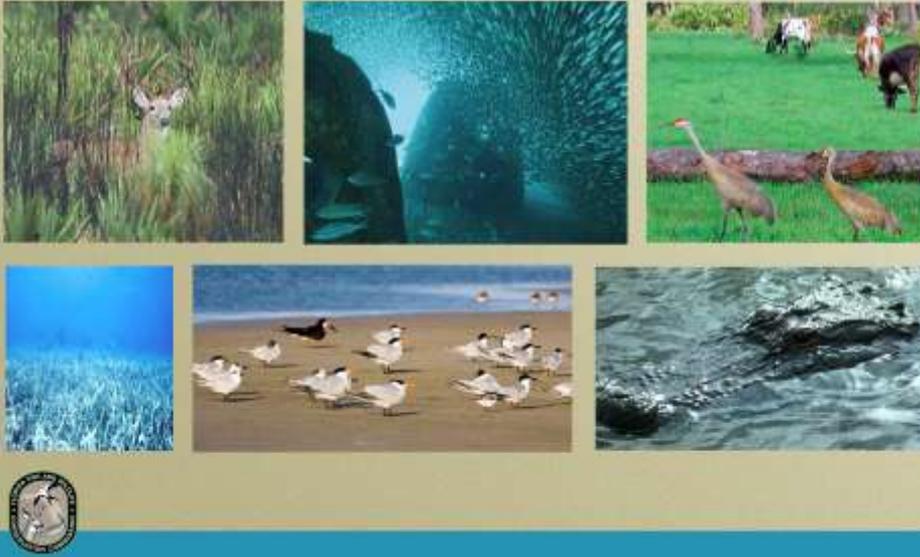


The **agency strategic plan** consists of high level themes and related goals and strategies.

The five **themes** in the Agency Strategic Plan reflect high agency-level concepts related to conservation, organizational improvement and community service. The themes are used as headings under which goals and strategies specific to certain concepts are grouped.

Our conservation message is reflected in the Goals and Strategies of these themes.

Florida's Fish and Wildlife Populations and Their Habitat



This theme reflects FWC's commitment to conserving and managing diverse and healthy fish and wildlife populations and the habitats they depend on. Management includes a broad spectrum of activities that include conservation of specific populations so they do not become imperiled and managing certain populations to provide consumptive and non-consumptive benefits. Conservation of fish and wildlife also requires sufficient quantities and quality of habitats in public and private ownership. The development of these management actions are based on using the best available science, including the social sciences and the engagement and input of stakeholders.

Goals

- Ensure the sustainability of Florida's fish and wildlife populations
- Make sure there are sufficient quantities and quality of habitats to support healthy and diverse fish and wildlife populations



Strategies:

- Manage threatened species so they are recovered and no longer meet Florida's listing criteria.
- Halt or reverse species population decline.
- Manage species with healthy populations to ensure they do not become threatened.
- Continually evaluate the effectiveness of existing laws and amend or repeal them as warranted.
- Coordinate and conduct research and monitoring programs to provide information to decision makers to accomplish effective management.
- Develop plans for addressing species conservation in light of long-term ecological changes and short-term changes that may result from natural or manmade catastrophic events.
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- Secure and maintain sufficient interconnected quantities of habitats to sustain healthy fish and wildlife populations.
- Manage a wide variety of habitats to sustain healthy and diverse fish and wildlife populations.
- Inform, encourage and assist public and private landowners in managing and enhancing their lands for fish and wildlife conservation.
- Support and assist private landowners' achievement of conservation goals in harmony with generating revenues from their lands.
- Recognize and support cooperative partnerships with government agencies that own and manage public lands to assist their efforts to provide fish and wildlife habitat.

Goals

- Use the best available science to guide fish and wildlife conservation and management decision-making



Strategies:

Develop, acquire and use the best available scientific information to support fish and wildlife conservation.

Investigate and develop innovative techniques which will improve our ability to achieve species conservation.

Obtain and use social science data and information about people's attitudes, beliefs and behaviors to guide management actions.

Develop and implement science-based risk assessments and use the resulting information to guide and prioritize management actions.

Hunting, Fishing, Boating and Wildlife Viewing Opportunities



This theme ensures that certain fish and wildlife populations are able to sustain hunting, fishing and wildlife-viewing opportunities. This includes the development and enforcement of the minimal amount of regulations necessary to ensure fair and proper use of our fish and wildlife resources as well as the safety of our citizens and visitors. We will use science to guide our recommendations and work with partners and stakeholders to provide quality experiences and a broad variety of opportunities, while minimizing user conflicts.

Goals

- Ensure that Florida's fish and wildlife populations are able to sustaining hunting, fishing and wildlife viewing for current and future citizens and visitors
- Use the minimal amount of regulations to manage sustainable fish and wildlife populations for hunting, fishing and wildlife viewing
- Enhance the safety of those who hunt, fish, boat and view fish and wildlife



Strategies:

- Use science to guide the development and management of hunting, fishing, boating and wildlife-viewing activities.
- Manage fish and wildlife populations to provide sustainable fishing, hunting and wildlife-viewing opportunities.
- Create incentives for private and public landowners to provide access for hunting, fishing, boating and wildlife viewing.

- Coordinate with partners and stakeholders to make sure that appropriate authorities and regulations exist to maintain sustainable fish and wildlife populations.
- Implement and enforce regulations in an informative and influential manner.
- Provide our expertise to partners about how their regulations impact fish and wildlife conservation.
- Continually evaluate and improve existing regulations and amend or eliminate those found unnecessary or ineffective.
- Develop new regulations only as necessary and essential for achieving resource management goals or addressing significant resource management or public safety issues.
- Consider economic and social impact and resource management benefits when evaluating proposed new regulations.

- Provide opportunities for citizens to learn how to safely hunt, fish and boat and view wildlife.
- Effectively communicate to the public how hunting, fishing, boating and wildlife viewing can be safe and compatible with each other.
- Enhance the public's boating safety and waterway experience through improved access, management, education and enforcement.
- Proactively patrol and enforce regulations to protect public safety and enrich the outdoor experience of our citizens and visitors while safeguarding the natural resources.

Goals

- Provide citizens and visitors with quality hunting, fishing, boating and wildlife viewing opportunities that meet or exceed their expectations



Strategies:

- Determine and evaluate the types of experiences hunters, fishers, boaters and wildlife viewers seek.
- Develop and maintain strong and effective partnerships with local, state and federal agencies and private landowners to provide a robust network of public hunting opportunities through our Wildlife Management Area system.
- Seek and maintain collegial relationships, based on mutual respect and transparency with partners and stakeholders, to ensure their valuable input and guidance.
- Acknowledge and show appreciation for the contributions of our partners and stakeholders.
- Develop, manage and evaluate diverse, accessible and widely available hunting, fishing, boating and wildlife-viewing opportunities that meet the needs and expectations of user groups while safeguarding the resources.
- Recruit and manage sustainable levels of citizen and visitor participation in hunting, fishing, boating and wildlife viewing.
- Design hunting, fishing, boating and wildlife viewing opportunities to minimize user conflicts.
- Provide special programs for youth hunting, fishing, boating and wildlife viewing.

Sharing Responsibility for Fish and Wildlife Conservation and Management with an Emphasis on Developing Conservation Values in Our Youth



This theme describes our intent of increasing and using collaborative partnerships to leverage resources and expertise to improve conservation outcomes. Providing quality outdoor recreation opportunities, particularly to youth, will foster increased awareness, stewardship and participation in hunting, fishing, boating and wildlife-viewing activities. Partnering with others will support management of species that may become problematic to reduce negative human wildlife interactions. To better understand the needs and desires of our stakeholders we will increase our interactions and engagement with current and emerging stakeholders. This includes improved understanding and response to the positive and negative impacts of fish and wildlife and our management of them on stakeholders.

(Note: Pictures illustrating youth conservation events)

Goals

- Create the next generation that cares about fish and wildlife conservation
- Further engage stakeholders and coordinate partnerships in the processes of developing and implementing conservation programs



Strategies:

- Establish and expand a network of youth conservation centers through partnerships and sponsorships with public and private partners.
- Leverage current FWC programs and staff to the greatest extent feasible to support youth conservation programs and initiatives.
- Develop and deliver a standardized youth conservation curriculum and traditional outdoor activity programs.
- Assist stakeholders in adapting youth conservation programs and the standard curriculum to appeal to the socially and culturally diverse lifestyles of Florida's residents and visitors.
- Strengthen and expand partnerships with non-governmental organizations, stakeholders and volunteer networks to support youth conservation programs and centers.
- Utilize youth conservation centers and programs to bring youth and families from urban, suburban and rural communities together through outdoor conservation-based experiences.
- Leverage youth conservation programs to foster unity and a strong sense of common purpose in shared responsibility for fish and wildlife conservation among the conservation community.

- Develop an understanding of current and future stakeholder and partner needs and perspectives.
- Ensure that stakeholders and partners understand fish and wildlife conservation resource needs, including habitat, and management options.
- Manage stakeholder engagement processes with flexible and adaptable approaches.
- Provide input to partners regarding the impact of their actions on fish and wildlife conservation.
- Create and implement a common vision among partners and the FWC for improving and maintaining species populations and habitat, through interagency coordination, mutually supportive goals and initiatives.
- Encourage other governmental partners to consider fish and wildlife conservation and boating needs during their policy development.
- Coordinate with partners on the development and implementation of hunting, fishing, boating and wildlife-viewing management actions.

Goals

- Provide information to the public so that people, especially youth, understand and value conservation of fish and wildlife and their habitats
- Increase opportunities for the public, especially youth, to actively support and practice fish and wildlife conservation stewardship



Strategies:

- Anticipate and understand the public's attitudes, beliefs, motivations and values regarding fish and wildlife conservation.
- Design and implement outreach and education programs that communicate the value of fish and wildlife conservation.

- Inform the public about conservation stewardship and how they can be actively involved in achieving conservation of fish and wildlife.
- Provide and promote opportunities for the public to participate in conservation activities.
- Provide and promote youth conservation programs to foster awareness, stewardship and participation in hunting, fishing, boating and wildlife-viewing activities.
- Promote conservation stewardship to increase compliance with regulations.

Goals

- Minimize adverse environmental, social, economic and health and safety impacts from fish, wildlife and plants that are known to cause problems or have a potential to cause problems



Strategies:

- Anticipate and understand the public's attitudes, beliefs, motivations and values regarding native and nonnative problematic fish, wildlife and plants.
- Identify fish, wildlife, and plant species that may become problematic and develop and implement strategies to address them.
- Provide citizens and businesses with information on how to act safely and responsibly to avoid adverse impacts when they interact with or possess fish, wildlife and plants.
- Enhance partnerships to address problematic fish, wildlife and plants and ensure a consistent and integrated approach.
- Implement and enforce regulations to address problematic fish, wildlife and plants.
- Provide and promote additional plans to properly manage captive fish and wildlife.
- Protect human health and safety by conducting conservation-related research, monitoring and special investigations.

(Images depict a Burmese python and hydrilla)

Community Involvement



Trophy Catch
My trophy swims in Florida



FWC is committed to being a responsible community member. This theme describes how fish and wildlife conservation benefits local economies, supports job growth and attracts tourists by providing world-class recreational opportunities. We promote the economic benefits of fish and wildlife conservation locally and statewide by providing top quality hunting, fishing, boating and wildlife viewing opportunities. We also deploy public safety support and emergency response teams to communities to ensure the safety of citizens and visitors.

Goals

- Integrate our commitment to benefit the community and enhance the economy through our work
- Provide resources and support for the safety of citizens and visitors and for emergency responses
- Promote an understanding of the social and economic benefits of hunting, fishing, boating and wildlife viewing



Strategies:

- Identify and implement ways to support Florida businesses and job growth while managing fish and wildlife.
- Provide staff with opportunities that benefit the community.
- Support external events and programs that promote fish and wildlife conservation.
- Continue to attract visitors by providing top-quality hunting, fishing, boating and wildlife-viewing opportunities.
- Provide assistance to communities to help them realize the social and economic development benefits of having local areas managed for fish and wildlife.
- Provide citizens and visitors with reliable and current information on Florida's fish and wildlife.

- Provide efficient emergency response through mutual-aid efforts with local, state and federal partners.
- Participate in partnerships to ensure the safety of citizens and visitors.

- Acquire information about the social and economic benefits of wildlife conservation, hunting, fishing, boating and wildlife viewing.
- Inform the public about the social and economic benefits of hunting, fishing, boating and wildlife viewing.
- Inform the public about the social and economic benefits of wildlife conservation

Effective and Responsive Organization



This theme describes our activities that ensure we provide exceptional customer service, are accountable, operate efficiently and effectively and continually explore new ways to improve our services. To do this requires that we understand the needs of our stakeholders, citizens and visitors and maintain and build a highly qualified workforce that is responsive, works transparently and uses available resources in an honest and fiscally responsible manner.

(Note: Photos illustrate an officer providing fishing regulations, a scientist sampling for red tide that impacts public health as well as fish and wildlife resources, and one of our employees involved in an outreach event)

Goals

- Ensure excellent and consistent service to Florida's citizens and visitors
- Ensure FWC has an accountable and highly effective workforce



Strategies:

- Engage our customers and understand their needs.
- Ensure excellent and consistent customer service.
- Improve the way we do business to ensure excellent customer service throughout the agency.
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- Recruit, hire and retain outstanding employees throughout the agency who can serve diverse citizens and visitors
- Provide quality training and professional-development opportunities for employees to thrive and advance in their careers.
- Create and implement an effective leadership-development program and a succession plan.
- Foster a work environment of trust, open communication and creativity that provides for both accountability and innovation.
- Promote a culture where employees work collaboratively and have a comprehensive understanding of how they contribute to the agency mission.

