



State of California
Natural Resources Agency
Department of Fish and Game

Marine Region Strategic Plan

*Planning today to
protect tomorrow's resources*



July 2009



To accomplish great things, we must not only act,
but also dream; not only plan, but also believe.

- Anatole France

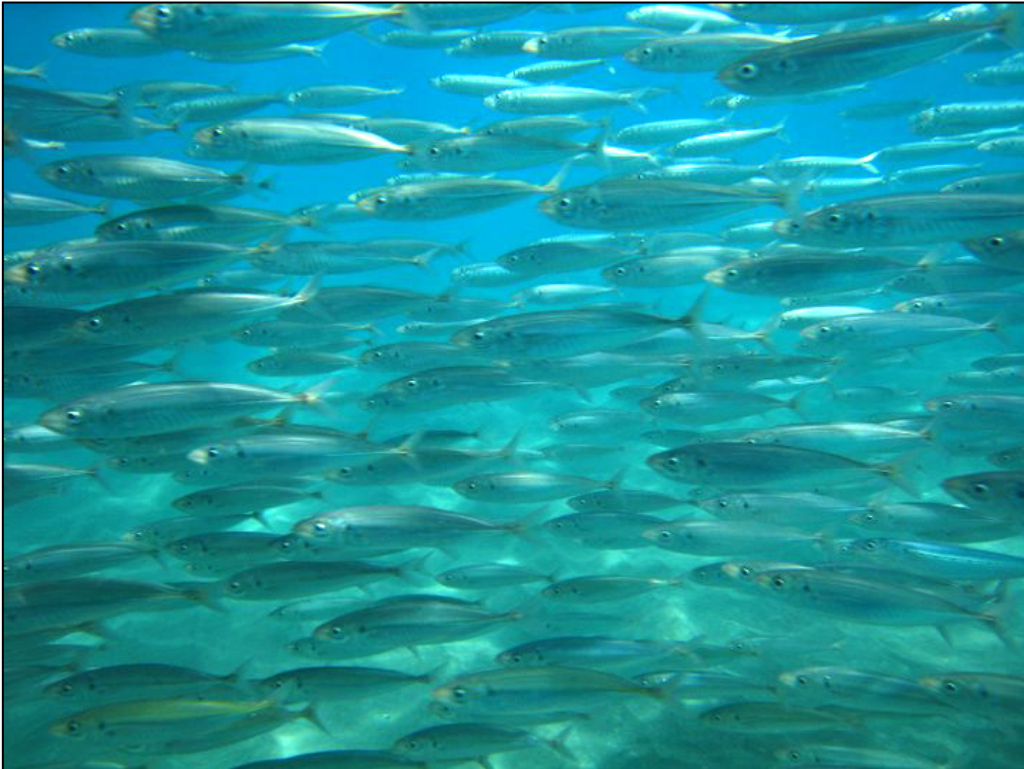


Photo by: Derek Stein

~ Layout and design by Diane Haas ~

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Front page photos: *Cambria beach*, Diane Haas; *Jack mackerel (Trachurus symmetricus)*, Dianna Porzio

A Message from the Regional Manager

The California Department of Fish and Game's Marine Region has come a long way since its inception nearly 12 years ago. The Region's organizational structure has evolved, and staff responsibilities increased. With new funding and unprecedented hiring in 2007, the Region's project teams were augmented to meet the challenging tasks outlined by the California State Legislature and to better serve our constituents. We have experienced significant changes and seen many improvements!



The most significant steps forward have been in response to the Marine Life Management Act of 1998 (MLMA) and the Marine Life Protection Act of 1999 (MLPA). In the 2000 version of the Marine Region's Strategic Plan, the MLMA was not much more than an idyllic destination, a road map toward sustainable fisheries, and a more transparent approach to management. Nine years later, we have seen many of the specific policies and tools described in the MLMA become part of our daily jobs. We adopted a Master Plan in 2001, outlining our most pressing objectives, and had three Fishery Management Plans (white seabass, nearshore finfish, and squid) and a recovery and management plan for abalone approved by 2006. We continue to update the Status of the Fishery Reports to keep our constituents and the Legislature informed. Additionally, the MLPA has put us on a different but complimentary path. The establishment of a statewide network of Marine Protected Areas (MPAs) that functions to protect marine life, habitats, and ecosystems is well on its way. Many staff in the Region are working on either the establishment of MPAs, providing information to inform that process, or evaluating the MPAs that are already established.

In all of our valiant efforts, however, it is crucial to come back to our mission. We all find different values and benefits in our marine environment: environmental, economic, aesthetic, recreational, educational, scientific, nutritional, social, and historic. We need to honor these values and ensure that generations to come will also get to use and enjoy California's rich and diverse marine ecosystems. To support our mission, we need to keep our focus on our core values and our vision. This will require each of us to continuously ask questions, to be open to opportunities, to take personal responsibility, and examine our effectiveness. That is why I ask each of you to read this 2009 Strategic Plan with an open mind and act to implement the strategies in your own sphere of influence. Your success is our success!

I thank everyone in the Region who participated in this strategic planning effort, from the Strategic Planning Revision Team to those who took the time to provide feedback through reviews and surveys. Your commitment, enthusiasm, and hard work afford me great pride in our future as leaders in marine resources conservation.

Marija Vojkovich

Marija Vojkovich
Marine Region Regional Manager

Marine Region Strategic Plan Revision Team

Never doubt that a small group of thoughtful committed citizens can change the world; indeed, it is the only thing that ever has.

- Margaret Mead

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Photo by: Sonia Torres



Photo by: Kirsten Ramey



Photo by: Dave Ono

The strategic plan revision team was represented by members of many different Marine Region projects to ensure a broad range of talents and perspectives.

Top (l-r): Brian Owens, Jayna Schaaf-Da Silva, Kristine Barsky; Kirsten Ramey
Bottom (l-r): Jennifer Simon, Diane Haas, Briana Brady, Bill Miller; Misty Bardonnex

Executive Summary

Much like the 2000 version of the Marine Region Strategic Plan (Strategic Plan), this document details the California Department of Fish and Game Marine Region's mission, vision, and values with descriptions of our organizational structure, history, and the habitats and organisms involved. Our approach to meet our mission and to strive for our vision given the values we possess will determine if we are successful. By questioning how our everyday tasks support the mission, all Marine Region staff can apply strategic thinking. The strategic planning section was revised to address the major issues facing the Marine Region and marine resource management. The Themes, Goals, Objectives, and Actions of the detailed strategic planning section were developed from brainstorming sessions, surveys with Marine Region staff and managers, and analyses of project work plans, the Department of Fish and Game's Strategic Initiatives, and the context map from the 2007 All-Staff meeting. The three Themes identified in the Strategic Plan cover the major functions of the Marine Region: Organizational Vitality, Marine Resources Stewardship, and Public Engagement. Under each Theme, the Team developed Goals that address major concerns for the Marine Region and Objectives designed to advance progress towards fulfilling those Goals. Specific Actions to achieve Objectives were then identified. The Strategic Plan focuses on the highest priority Actions to be met within the next five to eight years.



Photo by: Dan Gotshall

This document gives me a quick reference when looking at what the goals are for specific fisheries, what language is appropriate to use with the public when answering questions about DFG, and what to look forward to.

-Adrienne Vincent, Marine Region Biologist

Introduction

The real purpose of effective planning is not to make plans but to . . . change the . . . mental models that . . . decision makers carry in their heads.

- Arie de Geus

The responsibility of managing California's marine resources has been assigned to various entities governed by the State, including the Department of Commercial Fisheries, and Marine Resources Operations, among others. In 1997, the California Department of Fish and Game (DFG) consolidated marine resource management into the Marine Region. At that time, a task force identified strategic planning as a valuable tool for prioritizing needs, and the first Marine Region Strategic Plan (Strategic Plan) was finalized in 2000. With new challenges involving the Marine Life Management Act (MLMA) and the Marine Life Protection Act (MLPA) processes, fishery restrictions, and other concerns, the 2000 version of the Strategic Plan needed to be updated.

Strategic planning is an analytical process, guided by an organization's mission, vision, and values. Strategic thinking is creative, proactive, and visionary. The benefits of strategic planning are best realized when the culture of the organization accepts strategic thinking as a way to do business. Together strategic planning and thinking are about setting goals grounded in reality.

A Marine Region Strategic Plan Revision Team (Team) was chosen to update the Strategic Plan. The Team revised the Themes, Goals, Objectives, and Actions of the Strategic Plan by using different surveys and resources. The three Themes identified in this document, taken together, cover the major functions of the Marine Region:

- **Organizational Vitality** - administrative functions, employee foundations, and internal communications
- **Marine Resources Stewardship** - adaptive management, scientific capacity, and regulatory program
- **Public Engagement** - education, outreach, and collaborative efforts with others

The Team included a description of a formal implementation process, whereby Managers assign specific Actions outlined within each Theme to staff members (Appendix 1a). Following each Theme are Goals, Objectives, and Actions in a hierarchy that moves from the broad to the narrow (Appendix 1b). The Team has strived to make the Actions "S.M.A.R.T.": Specific, Measurable, Achievable, Realistic, and Timely. These Actions are not exhaustive and are meant to be adaptive. The Strategic Plan focuses on Actions to be met within the next five to eight years. However, we encourage all staff members to use strategic thinking and planning at the project level as well. Think about the big picture. What opportunities or challenges will your project face in the near future? How can your project gain from those events? In this way, we develop strategic planning as a culture, a way to do business that yields benefits that will last far into the future (Appendix 2).

Our Mission

“To protect, maintain, enhance, and restore California’s marine ecosystems for their ecological values and their use and enjoyment by the public through good science and effective communication.”

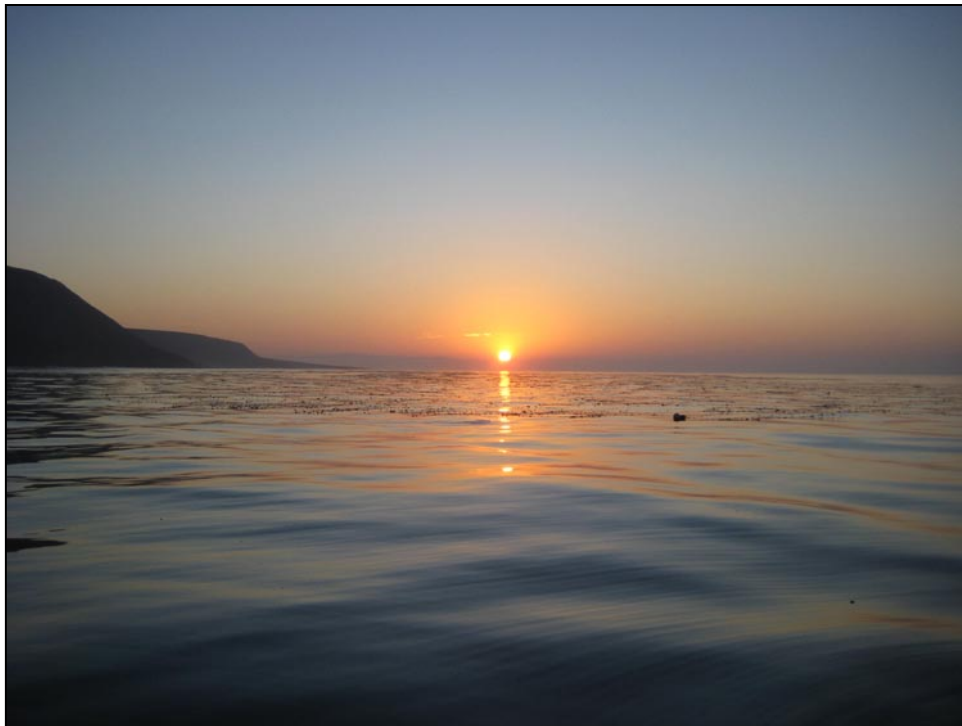


Photo by: Diane Haas

Your success is our success!

- Marija Vojkovich, Regional Manager

Our Vision and Values

The big picture is painted with little strokes.

– Henry Mintzberg

Our vision is the image of what we, as an organization, want to be – a grand outcome to realize. Our vision includes and surpasses our mission, and is attainable only through hard work, commitment, dedication, and application of the necessary values we already possess. Our values are tools for achieving our vision.

The Marine Region **Vision** is to be an organization where people are:

- **Mission-Oriented** – Be cohesive, dedicated, respected, and effective
- **Effective Resource Stewards** – Use both sound science and public input
- **Notable Public Servants** – Work well with our stakeholders while representing future generations
- **Grounded** – Receive acknowledgment and feedback
- **Team Players** – Be personally responsible to your team
- **Equals** – Treat each other as equals although roles and responsibilities are different

The Marine Region places **Value** in:

- Thinking strategically and creatively
- Improving oral and written communication skills
- Keeping open lines of communication
- Seeking personal development
- Exercising budget discipline
- Having a positive attitude
- Using good judgment
- Being leaders
- Being fun
- Taking risks
- Asking questions
- Exuding enthusiasm
- Building relationships
- Watching for opportunity
- Identifying needs proactively
- Participating in team building
- Being trustworthy and honest
- Producing quality work products
- Sharing knowledge, skills, and results
- Having personal responsibility and accountability
- Advancing marine science and scientific innovation



Photo by: Jessie Alstair

Strategic Planning: Themes and Goals

The Themes and Goals outline what is most important to the Marine Region for the coming years. By working towards these Goals, we improve the Region's ability to complete its Mission. The implementation process (Appendix 1a) and specific Objectives and Actions for each Goal (Appendix 1b) will be useful when creating your annual work plan. If you see an Action that interests you, let your supervisor know that you would like to volunteer to take the lead. You may also suggest an alternative Action that supports the Goals and Objectives of this plan.

Theme 1: Organizational Vitality

- GOAL 1: Organizational functions - enhance the capacity and performance of administrative functions performed by all staff
- GOAL 2: Employees - improve employee foundations
- GOAL 3: Communication - improve internal Marine Region communication

Theme 2: Marine Resources Stewardship

- GOAL 1: Management - use adaptive management
- GOAL 2: Science - increase our scientific capacity
- GOAL 3: Regulations - improve our regulatory program

Theme 3: Public Engagement

- GOAL 1: Constituent Relations - enhance education and outreach
- GOAL 2: Partnerships - improve and expand partnerships



The 2007 All-Staff meeting allowed staff to share ideas to improve the Marine Region.



Bycatch studies help determine the effect a fishery has on its environment.



Marine Region staff enjoy being involved with public outreach activities.

Photos by: DFG Staff

Marine Region

The Marine Region is one of the seven DFG regions that divide California into discrete, manageable areas. The Marine Region is responsible for protecting and managing California's marine resources under the authority of statutes and regulations created by the State Legislature, the Fish and Game Commission (Commission), and the Pacific Fishery Management Council (PFMC). The Marine Region encompasses ocean waters bounded by the entire California coastline from Oregon to Mexico, and three miles out to sea, including offshore islands. For species not covered under federal fishery management plans, the state's jurisdictional boundary is the entire Exclusive Economic Zone (out to 200 nautical miles). The Marine Region, or DFG Region 7, contains nine major ports or port areas, including Eureka, Fort Bragg, Bodega Bay, San Francisco, Monterey, Morro Bay, Santa Barbara, Los Angeles, and San Diego.

Under the direction of a Deputy Director, the Marine Region's Regional Manager plans, organizes, and directs 142 staff members (Table 1). The Regional Manager handles all aspects of the Region, including personnel management, budgeting, and expenditures, and also provides policy and direction to subordinates. Staff are divided into five programs under the supervision of a program manager or supervising biologist. These programs are:

1. Administration and License Sales
2. State/Federal Fisheries Management
3. State Managed Fisheries Management
4. Habitat Conservation
5. Resource Assessment

Staff are further organized within programs led by Program Managers. A senior supervisor is in charge of a project within a program. The Region also has senior specialists who are assigned to assist a project under the supervision of a Program Manager. Marine Region has administrative staff that provide support for financial and business functions.



Photo by: Dianna Porzio

As the State marine fish, the Garibaldi (Hypsypops rubicundus) is cherished by many Californians.

Table 1. Classification and number of staff in 2009.

<u>Classification</u>	<u>Staff</u>
Administrative	24
Program Technician	9
Research Vessel	2
Research Writer	1
Biologist	36
Analyst	6
Environmental Scientist	7
Associate Biologist	31
Specialist	9
Supervisor	11
Management	6
Total	142

Much of the Marine Region's focus for the present and near future will be to devote resources to fulfilling our responsibility as the trustee of the state's marine fish and wildlife resources while working in the habitat conservation arena. Critical needs for accomplishing all of these goals are having adequate, scientifically sound data and reliable funding.

Descriptions of the Marine Region's projects and units reveal the breadth of activities and the major areas of focus.

Administrative and License Sales Staff

The Marine Region's Administrative Officer plans, organizes, and directs administrative staff under the guidance of the Regional Manager. The Administrative unit consists of many distinct regional functions (personnel, contracts, procurement, facilities, license sales, budget, and general office support). Administrative staff handle all purchasing; this ranges from basic office supplies to the purchase of large or specialized scientific equipment. In addition, staff process minor to multimillion-dollar contracts, coordinate facility moves and renovations, assist in budget management, and track and maintain the Region's marine and vehicle fleet. The Marine Region operates two license sales counters in DFG offices in Los Alamitos and Monterey, where all types of licenses and permits issued by DFG are sold. The Region also has staff that deal with personnel issues, from issuing pay to staff benefits, and office support activities like answering phones, processing mail, and filing documents. In addition to supporting Marine Region staff, the administrative unit also supports coastal wardens by providing all their administrative functions.

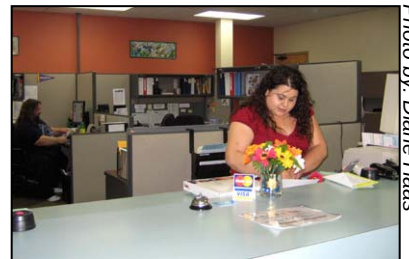


Photo by: Diane Haas

Melissa Nana, and other license counter staff, interact with the public and serve an important role within DFG.

Marine Fisheries Statistical Unit (MFSU)

Photo by: Joann Eres



Marva Murray from MFSU helps to keep track of landing and logbook records.

The primary goal of the MFSU is to collect, process, and audit commercial fishery landing receipts that are legally required and provided to DFG. Currently, MFSU staff enter landing receipt data into the state's Commercial Landings database. Staff also enter lobster and commercial passenger fishing vessel logbooks. The MFSU provides summary landings data to DFG biologists and enforcement staff, various governmental agencies, consulting firms, fishermen, and the general public. Confidential data are only released to the individual it belongs to, or by court order.

The MFSU also prepares and distributes to DFG staff an annual landings report. The data are used widely by the fishing industry and academia.

Groundfish Project

“Groundfish” refers to the 90 species of finfish listed in the Federal Groundfish Fishery Management Plan and includes rockfishes, flatfishes, roundfishes (including sablefish, cabezon, lingcod, and greenlings), and some sharks and skates. Through analyzing and reviewing fisheries data, Project staff provide annual and in-season management options and recommendations to the Commission and the PFMC. Staff monitor and develop regulations for the commercial and recreational groundfish fisheries. They also conduct and review stock assessments, and represent California fisheries on the PFMC Groundfish Management Team.



Photo by: Janna Nichols

Catches of the canary rockfish (Sebastes pinniger), an overfished species, are closely monitored.

Ocean Salmon Project (OSP)

The OSP provides fishery-dependent and -independent data for managing California’s ocean salmon fisheries. OSP produces annual estimates of ocean salmon harvest, fishery effort, ocean abundances, and fishery impacts on stocks of



Photo by: DFG Staff

The OSP collaborates with many groups outside of the Region due to the anadromous nature of Chinook salmon (Oncorhynchus tshawytscha).

special concern. OSP staff collaborate with DFG’s Fisheries Branch and the California Recreational Fisheries Survey (CRFS), and provide technical assistance to the PFMC, the Commission, National Oceanographic and Atmospheric Administration Fisheries, tribal governments, and constituents.

Coastal Pelagic Species/Highly Migratory Species Project (CPS/HMS)

The CPS/HMS Project manages CPS (Pacific sardine, Pacific mackerel, market squid, northern anchovy, and other species) and HMS (tunas, swordfish, sharks, and other species). Management activities include collection and analysis of fishery data and assessment of species status. Project staff coordinate state management of CPS/HMS species with multiple state, national, and international managing bodies, and represent California fisheries on the PFMC CPS and HMS Management Teams.



Photo by: Mark Conlin

The CPS/HMS Project is examining how fishing nets may effect market squid (Loligo opalescens) egg beds.

Aquaculture and Bay Management Project (ABMP)

Photo by: Ryan Bartling



Pacific herring (Clupea pallasii) eggs on eelgrass. The ABMP is developing a Fishery Management Plan for the fishery.

The ABMP focuses much of its research on the bays and estuaries of California, striving for ecosystem-based management through collaboration with universities, agencies, businesses, public stakeholders, and commercial fishermen. ABMP staff are committed to maintaining the health of wild and cultured marine species through disease monitoring and sustainable fisheries management. Staff participate in monitoring, assessment, and management of marine finfish and shellfish, including white seabass, Pacific oysters, abalone, and Pacific herring.

Invertebrate Management Project

Invertebrate Management Project staff participate in data collection, monitoring, surveying, assessment, and management of commercial and recreational invertebrate fisheries occurring primarily in the nearshore environment. The Project focuses on abalone, California spiny lobster, Dungeness crab, clams, red sea urchin, sea cucumbers, and other tidal invertebrates. Project biologists collaborate with fishermen, industry groups, non-governmental organizations, and other researchers on a broad range of activities related to California's invertebrate species.



Photo by: Jessie Alstatt

The Invertebrate Project successfully manages northern California's red abalone (Haliotis rufescens) fishery.

State Finfish Management Project

Photo by: Travis Tanaka



A State Finfish Project biologist gathers California halibut (Paralichthys californicus) length data for future stock assessments.

State Finfish Management Project biologists participate in data collection and analysis, research, monitoring, surveying, and other management activities related to state-managed finfish species, including surfperches (especially barred surfperch), California halibut, kelp bass, and hagfish. Information gathered from fishery-independent and fishery-dependent sources may contribute to stock assessments, developing management options, and public informational aids (such as pamphlets) for state-managed finfish.

Marine Protected Areas (MPA) Project

Charged with implementing the MLPA, MPA Project staff work in a public-private partnership to support the planning and implementation of a statewide network of MPAs. Staff work in collaboration with multi-interest stakeholder groups, provide feedback on MPA proposals, work with inter-agency scientists and policymakers, provide public outreach, and assist the overall MLPA implementation process. Staff also work on the long-term evaluation, monitoring, and enforcement of MPAs.



Photo by: DFG Staff

DFG staff answer MPA-related questions at public meetings.

Project Review Project

Photo by: DFG Staff



*Kathryn Johnson assists in conducting a survey on Catalina Island to determine the presence of invasive Pacific oysters (*Crossostrea gigas*).*

Project Review/Water Quality Unit staff review activities that impact marine habitat and resources, such as dredging, new construction, and wave energy. The Project works towards conserving, restoring, mitigating, and protecting habitats and waters critical to California's marine and estuarine resources. Staff also work with other agencies to identify and eradicate invasive marine species. Staff ensure California Endangered Species Act and California Environmental Quality Act compliance, and provide technical assistance during various PFMC, committee, Commission, and science team meetings.

Recreational Fishing Data Project (RFDP)

RFDP staff participate in gathering, reviewing, analyzing, and presenting recreational fishery data for state and federal recreational fishing regulatory activities. Staff support CRFS and other recreational fishery information surveys, edit the Commercial Passenger Fishing Vessel logbook database, and participate in developing recreational fisheries data collection protocols on an interstate level.



Photo by: Mary Patyten

Since 2004, CRFS samplers have conducted nearly 300,000 interviews with marine recreational anglers for use in developing catch estimates.

Fishery-Independent – ROV Assessment Project

ROV Assessment Project staff gather video-based deepwater data used to evaluate changes in fish populations and habitat within California's Marine Protected Areas and elsewhere. Project staff also participate in kelp abundance monitoring and fish tagging studies. Staff often work in collaboration with other agencies, academic institutions, the fishing community, and the private sector.



Photo by: Donald Baldwin

DFG regularly uses "BOB" (a remotely operated vehicle) to survey MPA's in the northern Channel Islands.

Fishery-Independent – SCUBA Assessment Project

Project staff use scuba-based and other fishery-independent methods to gather fish

Photo by: DFG Staff



DFG divers provide crucial fishery-independent data used to monitor and manage nearshore areas.

and invertebrate data from nearshore environments. The project goal is to provide information to improve management of nearshore resources. Staff activities include data collection for stock assessments, evaluation of MPAs, and determination of life-history parameters for various species. Scuba Assessment Project staff often work collaboratively with other agencies, academic institutions, and the fishing community on large-scale monitoring and research efforts. Project staff conduct annual DFG scuba certification and recertification training.

Research Vessel Operations Project

The mission of this project is to provide platforms for biological staff to collect data at sea. Project staff assist biological staff with maintenance and operation of the Marine Region's research vessels (R/V). These include a variety of vessels ranging in size from the 45-foot R/V Garibaldi to the 12-foot inflatable R/V Quillback.



Photo by: Jessie Altstatt

The R/V Garibaldi allows DFG staff to conduct research at sea.

Marine Region Map



Acknowledgments

The Team wishes to thank several people for their valuable guidance and efforts in shaping the Strategic Plan. We gratefully acknowledge:

- All Marine Region staff for responding to the survey
- Senior staff for their help in the SWOT (Strengths, Weakness, Opportunities, and Threats) analysis
- The GIS lab for creating the map
- Aaron Del Monte for creating the Strategic Plan staff web page
- All the photographers for graciously providing photos
- Debbie Aseltine-Nielsen and Mary Patyten for providing feedback on the strategic planning section
- The managers for their feedback throughout the entire revision process



Photo by: Dan Gotshall

Blue rockfish (Sebastes mystinus)

Appendix 1a: Implementation Process

I think the strategic plan should help make my job easier by identifying areas in which my project could make improvements and clarifying which DFG priorities I should focus my time.

-James Phillips, Marine Region Biologist

A successful strategic plan includes a well-conceived implementation process, which ensures that Actions are carried out in a timely fashion. The Marine Region is committed to an implementation process that:

- Upholds the mission and vision of the Marine Region
- Fully involves Marine Region staff
- Efficiently achieves the Actions deemed highest priority by management
- Is flexible in accounting for budgetary constraints and shifting priorities
- Incorporates specific Actions into individual staff work plans and project plans

The recommended implementation process involves the following steps:

1. The Regional Manager and Marine Region Program Managers select high priority Actions for implementation each fiscal year.
2. The Regional Manager assigns each Action to a project, taking into consideration project workload, project relevance, and staff resources.
3. Project supervisors identify one person, the Champion, to provide oversight and facilitation for each Action. The Champion's role is to act as lead to ensure completion of an Action—not to complete an Action on their own. The project supervisor will encourage staff to use the *Project Planning Worksheet* when formulating an Action plan (https://intranet.dfg.ca.gov/mrd/guide_index.html).
4. The Regional Manager's executive secretary, as a "gate-keeper", develops and coordinates an Action Tracker on the staff web site for the strategic planning section. The Action Tracker's purpose is to document success in fulfilling each Action and corresponding information such as the assigned Champion, support staff, and potential due dates.
5. If a staff member has an idea that addresses a strategic issue, they may submit it. Supervisors will evaluate ideas to if see they merit further development. Staff members can use the Strategic Plan in a general way by comparing their work to the outlined Themes, Goals, and Objectives.

The proposed implementation process is advantageous because it holds individual staff accountable, allows entry-level staff the chance to lead, makes work plans more meaningful, and automatically recommends nominees for future Marine Region achievement awards. Furthermore, the proposed implementation process supports the Marine Region personnel hierarchy, avoids the pitfalls of setting up a separate implementation team, and allows the Marine Region to achieve specific action products based on fiscal constraints and individual project workloads.

Appendix 1b: Detailed Strategic Planning

Thinking is easy, acting is difficult, and to put one's thoughts into action is the most difficult thing in the world.

– Johann W. von Goethe

Theme 1: Organizational Vitality

GOAL 1: Organizational functions - enhance the capacity and performance of administrative functions performed by all staff

OBJECTIVE: *Develop consistent operational procedures for all staff to follow.*

ACTIONS:

- 1) Administrative staff will evaluate and standardize all regional procedures (e.g., ordering supplies, health/safety, vehicle reporting) and ensure compliance with established state and departmental procedures by conducting quarterly marine administrative officer meetings. Discussions will focus on establishing consistency throughout the Marine Region and streamlining processes.
- 2) Administrative staff will create “cheat sheets” or checklists for some common administrative tasks (e.g., purchasing, short form contracts) and post to staff web site.
- 3) Selected administrative staff will give each office “how to” presentations on common administrative procedures. For example, the presentations can be an overview of items administration oversees, or tasks non-administrative staff need to do (timesheets, travel expense claims, purchase requests, etc.).

OBJECTIVE: *Improve budget planning for all staff.*

ACTIONS:

- 1) Selected administrative staff will work with managers to draft a report that outlines project expenditures at the end of each fiscal year. Managers will notify supervisors of spending by all projects and supervisors will make staff aware of budgeting allowance.
- 2) Selected administrative staff will continue to create and maintain a database of equipment owned by the Marine Region and the staff member the equipment is issued to; this database will be made available to all staff.
- 3) Supervisors will ensure that project teams develop projects that are cost effective and fiscally sound.



Photo by: Ryan Bartling

Beautiful pink club tipped anemones (Corynactis californica) are a popular sight for divers.

Theme 1: Organizational Vitality (cont.)

GOAL 2: Employees - improve employee foundations

OBJECTIVE: *Encourage leadership within the Marine Region.*

ACTIONS:

- 1) Supervisors will ensure individual development plans incorporate standards from the DFG Leadership Development and Succession Plan. Staff will be responsible for fulfilling their development plans.
- 2) The Executive Secretary will notify staff of leadership training opportunities (e.g., DFG Leadership Academy, Supervisor Academy, DFG special task forces) when available, and all staff may self nominate when appropriate; the Regional Manager will select individuals from the pool of nominations.

OBJECTIVE: *Commend employees for their accomplishments.*

ACTIONS:

- 1) Selected Senior staff will update the award program to make it easier to nominate staff, make the award program more inclusive, and consider giving the same awards regionally.
- 2) Managers and supervisors will improve morale by communicating progress and achievements within the Marine Region, perhaps through a Regional Manager's monthly or quarterly e-mail.

OBJECTIVE: *Optimize training opportunities.*

ACTIONS:

- 1) Supervisors will enhance staff development by assessing staff skills and abilities and ensuring staff receive appropriate training to satisfy not only immediate project needs but also the long term needs of DFG.
- 2) A selected staff person will develop a description on how to optimize training opportunities (e.g., books, tapes, assignments with different projects, workshops, classes, lectures), which will be posted to the staff web site communication guide; all staff will be open to learning from different training opportunities.

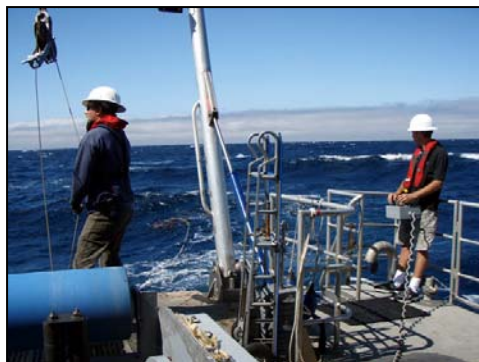


Photo by: Aimee Keiser

Don Baldwin and Andy Lauermann retrieve the ROV, which provides data for resource protection and fisheries management.

Theme 1: Organizational Vitality (cont.)

GOAL 3: Communication - improve internal Marine Region communication

OBJECTIVE: *Enhance internal electronic communications.*

ACTIONS:

- 1) All staff will use GroupWise e-mail, as required by DFG policy, and use the calendar function; selected staff will work with the Information and Technology Branch to set all calendars as accessible to all staff.
- 2) Selected staff will evaluate the use of online collaboration software to enhance the ability of remote users to work jointly on common projects.
- 3) Each project will create a project web site for the intranet that will house work plans, staff biographies, and products; web pages may also include individual work plans and project budgets.

OBJECTIVE: *Improve staff awareness of all Marine Region projects.*

ACTIONS:

- 1) Supervisors will improve the work plan process so that work plans are used, updated, and referred to more frequently. All work plans will be posted to the intranet.
- 2) Supervisors will ensure that staff post products to the intranet web site and send corresponding e-mail announcements to all staff through the Executive Secretary; all staff should take the initiative to provide feedback on Marine Region products, if appropriate.
- 3) Individual managers will hold staff meetings with their corresponding projects; the Regional Manager will hold staff meetings within northern and southern CA (given budget constraints).



Photo by: Jessie Alstair

Seasonal restrictions help protect California sheephead (Semicossyphus pulcher).

OBJECTIVE: *Transfer historic knowledge of employees.*

ACTIONS:

- 1) All staff will prepare a list of tasks with how-to instructions for each task (e.g., field protocols, meta-data for databases), which will be available to train other staff (posted to intranet project web sites).
- 2) Supervisors will hold at least one exit interview, based on the DFG Leadership Development and Succession plan, with outgoing staff and relevant project staff, as far in advance of the exit date as possible, to review the outgoing staff knowledge base. The interview(s) should include a discussion of specialized knowledge and develop a plan for one-on-one mentoring sessions with the person most likely to take over the responsibilities, if time permits.

Theme 2: Marine Resources Stewardship

GOAL 1: Management - use adaptive management

OBJECTIVE: *Manage all stocks sustainably.*

- ACTIONS:**
- 1) Selected project teams will evaluate and prioritize the need for additional management plans to fulfill the requirements of the MLMA. The MLMA Master Plan and Status of the Fisheries Report will be updated accordingly.
 - 2) Selected project teams will assist in implementing the MLPA to protect marine life and habitats and explore ways to integrate MPAs into fishery management.
 - 3) Selected staff will review the recommendations from the Managing Data Poor Fisheries workshop and revise management strategies for priority fisheries listed in the MLMA.



Photo by: Kathryn Johnson

The intertidal zone in Cayucos is monitored annually during turban snail (Tegula spp.) transects.

OBJECTIVE: *Work towards establishing ecosystem-based management as our model for resource stewardship.*

- ACTIONS:**
- 1) Selected staff will work with constituents to develop a working definition and model for ecosystem-based management based on scientific and management literature; the definition will be incorporated into the MLMA Master Plan.
 - 2) Selected project teams will evaluate how priority species may be affected by climate change and will identify potential management actions (post to intranet).



Photo by: Derek Stein

California spiny lobster (Panulirus interruptus) report cards provide information to help keep the resource healthy.

Theme 2: Marine Resources Stewardship (cont.)

GOAL 2: Science - increase our scientific capacity

OBJECTIVE: *Improve the Marine Region's capability to monitor marine habitats and to assess stocks using fishery-dependent and fishery-independent information.*

- ACTIONS:**
- 1) Project teams will take stock of the data we already have and analyze them for management applications.
 - 2) Selected project teams will develop methods to improve fishery-dependent data collection and will identify and prioritize types of fishery-independent data that will be useful for management of priority species.
 - 3) Selected project teams will identify linkages between data needs and MPA monitoring.



Photo by: Dave Ono

Recent studies of Pismo clams (Tivela stultorum) increase our ability to maintain stable populations.

OBJECTIVE: *Revitalize the scientific process within the Marine Region (i.e., peer review, sampling design, sharing results and getting feedback, publishing results).*

- ACTIONS:**
- 1) Supervisors will ensure that staff have project sampling designs and resultant papers reviewed by the Marine Region Technical Review Team, academia, and other agencies.
 - 2) Staff will publish reports and the results of research, if appropriate.
 - 3) Selected staff will develop a data management system for the Marine Region (e.g., metadata, storage location, digitizing, history of changes).



Photo by: Bill Miller

The Fishery-Independent Project studies surf-zone fishes to compare results from historical DFG research.

Theme 2: Marine Resources Stewardship (cont.)

GOAL 3: Regulations - improve our regulatory program

OBJECTIVE: *Revise existing statutes and regulations so they are up-to-date and clear for Marine Region staff and constituents, and improve the rule-making process.*

ACTIONS:

- 1) Selected project teams will draft regulatory histories that will be included in the Status of the Fisheries reports; master files containing regulatory histories will be posted to intranet's project web pages.
- 2) Selected staff will initiate collaboration with Enforcement, the License and Revenue Branch, and the Office of the General Counsel to prioritize and revise outdated or ambiguous regulations using the following design criteria: consistent, simple language; redundancy minimized, references to other sections minimized; outdated sections removed; regulations enforceable, repeatable (not subject to interpretation), and comprehensive.



Photo by: DFG Staff

Wardens on patrol in a rigid hull inflatable, "protecting, maintaining, and enhancing".

Theme 3: Public Engagement

GOAL 1: **Constituent Relations - enhance education and outreach**

OBJECTIVE: ***Improve public service functions among Marine Region staff.***

ACTIONS: 1) License counter and reception desk administrative staff will develop and conduct a public survey regarding customer service needs, and will work with managers and supervisors to make improvements in service functions where necessary.

2) Selected staff will revise Marine Region guidelines for interacting with the public, and supervisors will periodically revisit the guidelines with staff.

3) The Executive Secretary will update the Marine Region Topic Contact List and will provide it to all staff for use when assisting the public with inquiries. The List will also be posted to the Intranet.



Photo by: Diane Haas

Marine Region informational brochures enhance outreach.

OBJECTIVE: ***Promote natural resource stewardship among Marine Region's constituents through education and public interactions.***

ACTIONS: 1) All projects, with the assistance of Office of Communications Outreach and Education staff, will develop public informational materials (e.g., web site brochures, stories for *Outdoor California* and *Marine Management News*, how-to videos).

2) All projects will participate in outreach events (e.g., shows, fairs, festivals) that target marine user groups to provide information (given budget constraints).



Photo by: Dale Sweetnam

Young scientists appreciate a Humboldt squid.

Theme 3: Public Engagement (cont.)

GOAL 2: Partnerships - improve and expand partnerships

OBJECTIVE: *Improve the Marine Region's capacity to work with other state and federal agencies, non-governmental organizations, academia, and others that are instrumental to our development by increasing and encouraging opportunities for partnering in research, data collection efforts, and reporting activities.*

ACTIONS:

- 1) Staff will provide Marine Region partnership guidelines to potential partners.
- 2) When developing new projects, project teams will assess each task to determine where potential partnerships may be used to enhance efforts.

OBJECTIVE: *Share Marine Region's information and data among interested users, including the scientific community and the general public.*

ACTIONS:

- 1) Selected staff will explore how to develop a public repository of Marine Region data that would be available on the web.
- 2) Selected staff will explore options for cataloging publicly appropriate Marine Region documents and making them available on the web.



Dianna Porzio educates our young constituents about California's natural resources.

Appendix 2: Strategic Planning Process

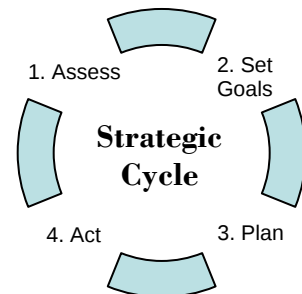
However beautiful the strategy, you should occasionally look at the results.

- Winston Churchill

What is strategic planning?

Strategic planning is an ongoing process where an organization takes stock of where it stands, determines where it wants to be, and how it wants to get there. The process can cycle at various frequencies and consists of four phases:

1. **Assess** – the results of prior planning are reviewed and analyses are conducted to characterize the organization’s working environment, the “big picture”.
2. **Set Goals** – given the analyses, creative processes are used to envision priority goals, and the direction the organization should take.
3. **Plan** – specific steps to achieve those goals are laid out.
4. **Act** – the plan is carried out, always keeping in mind that the working environment may change and priorities may shift.



Marine Region integrates strategic planning with operational planning on a yearly basis through the workplan process. Prior to the start of each fiscal year, the Regional Manager and program managers establish the Marine Region’s operational priorities. They then solicit supervisors and rank-and-file staff for non-routine projects or tasks that meet those operational priorities. Management then evaluates the submitted ideas and the Actions listed in the current strategic plan for inclusion in project work plans. This process ensures that the best ideas and Actions are selected in the face of legal and operational constraints.

Revising the Strategic Plan

The Team adopted an approach that consisted of several steps: 1) previous strategic planning evaluation, 2) strategic assessment, 3) strategy formation, and 4) plan revision. Along the way, the Team was guided with input from the Regional Manager and program managers. Throughout the whole process, extensive documentation of the analysis, meetings, and decisions made by the Team was completed and made available on the Marine Region internal staff web page. Our hope is that this documentation will aid future revision teams and to ensure transparency in the process.



Photo by: Dave Ono

We need a strategic plan to let all Marine Region staff know about the "big picture".

- Paul Reilly, Marine Region Supervisor