

# **Florida Fish and Wildlife Conservation Commission Strategic Plan January, 2007**

This plan contains the key strategies that will guide the FWC over the long term and sets forth the behaviors that are essential to successfully achieving our mission. We have taken this long-term view to better ensure the conservation of Florida's fish and wildlife resources.

We are expanding the role of management to place greater emphasis on management through leadership, education and influence. Under this approach, people do what is best for fish and wildlife of their own volition, rather than by the threat of regulatory or enforcement actions.

Regarding the work itself, we want to move from reacting to situations to being more proactive. This entails identifying and working on emerging issues before they overtake us. We are intent on moving from single focus planning where one division or office works on an issue to planning that brings all relevant disciplines of the agency to bear in a coordinated way. We want to keep our eye on the bigger landscape.

## **Our Vision**

**Powered by science-based leadership, we will create a sustainable and healthy future for Florida's fish, wildlife, water and habitat resources.**

FWC envisions a future where the people who live in or visit Florida care for and contribute to the stability of our fish and wildlife resources and the quality of our environment. FWC will be the recognized leader in the science and management of Florida's fish and wildlife. Residents and visitors will fully support and fund efforts to maintain the resources that provide recreational opportunities for fishing, hunting, wildlife viewing and boating.

## **Our Mission**

**To manage fish and wildlife resources for their long-term well-being and the benefit of people.**

Our mission is a concise statement of what we do to achieve this vision. This statement captures the concept that humans are an integral part of the equation and that balancing competing public interests, concerns, and uses of natural resources is at the heart of our mission.

## **Our Goal**

**To provide healthy resources for safe, satisfied customers.**

This is the end result we hope to accomplish through our mission.

## **Agency Strategies**

In this section we describe the strategies we will employ to accomplish our mission. Divisions and offices have plans that specifically address implementation of these strategies. These strategies are not in priority order.

1. Develop proactive, integrated research that anticipates emerging issues and ensures positive resource outcomes.
2. Develop leading-edge resource management programs.
3. Develop proactive, preventative enforcement programs that enable FWC to avoid potential and emerging problems.
4. Develop fish and wildlife recreation opportunities and programs that foster resource stewardship.
5. Improve our resource leadership position by clearly communicating where we are headed, why it is important, and how we plan to get there.
6. Increase stakeholder involvement and interaction on emerging issues to proactively reduce resource conflicts.
7. Initiate partnerships as a means of addressing the big resource issues facing Florida.
8. Integrate human dimensions insights into management planning and decision making.
9. Integrate our activities to better achieve sustainable populations of species, protect critical habitat and high quality environmental resources.
10. Foster and develop the multi-disciplinary expertise of the FWC needed to ensure strategic, integrated solutions that address and solve resource problems.
11. Build a collaborative workforce built on professionalism, with the skills and resources needed to maximize effectiveness.

## **Agency Code of Conduct**

As we implement this plan, we will do so in a manner consistent with the value we place on respect for the individual and recognition of what teamwork, genuinely employed, can accomplish.

### **Lead and Make Informed Decisions**

FWC leadership is about: creating a vision, aligning agency resources to accomplish the vision, and empowering people to do the work. We will work with our employees, customers and stakeholders to set the vision for Florida's fish and wildlife future, align the resources and empower people to make this vision a reality.

These, in no order of priority, are our guides.

1. Balance the needs of citizens with the needs of the resource, putting the resource first in our decisions and actions.
2. Make resource decisions based on the best available science with a balance of enforcement and management practicality.
3. Make consistent, thoughtful and timely decisions that keep pace with the needs of the resource.
4. Seek first to influence others rather than regulate them.  
Develop collaborative approaches to address conservation needs.
5. Be proactive in our actions, anticipating emerging issues and getting out in front of them.
6. Adopt a landscape or big picture approach that uses interdisciplinary teams to address complex resource-management issues.
7. Effectively involve citizens and staff who are closest to an issue in the decision-making process.
8. Use teamwork and collaboration to integrate our work effort.
9. Communicate well up and down the organization, across the organization, and externally with others.

## **Provide Excellent Service**

Providing the best possible service to the public and one another is essential to gathering the support we need to achieve our mission. These, in no order of priority, are our guides.

10. Provide consistent, high-quality service to citizens.
11. Be collaborative and respectful in interactions with fellow employees.
12. Seek input from and listen to citizens; understand and try to meet their needs.
13. Proactively engage stakeholders and management partners in planning and decision-making; strive to continuously inform affected parties of plans and actions.
14. Work with all parties on issues in a fair and balanced way; create forums for dialogue and seek the middle ground. Focus on conflict resolution and collaboration.
15. Partner with others.
16. Communicate the reasons for our actions and state a consistent FWC point of view (speak with one voice).
17. Continually improve agency processes, operations and cost-effectiveness.

### **Measurement**

We will measure progress on implementing this plan using an agency-level scorecard. This scorecard is under development and includes specific and measurable objectives for judging how well we're doing on the end results of our actions.