

Resources Agency

Wildlife Conservation Board  
Executive Director

Department of Fish & Game  
Director

Fish & Game Commission  
Executive Director

Office of Spill Prevention & Response  
Administrator

Office of the General Counsel  
Deputy Director

Chief Deputy Director

Communications  
Deputy Director

Deputy Administrator

Office of Legislation Affairs  
Deputy Director

Audits Branch  
Manager

Education & Outreach  
Assistant Deputy Director

Legislative Representative

Administration Division  
Deputy Director

Information Technology  
Branch

Human Resources Branch

Budget Branch

Assistant Deputy Director

Business Management  
Branch

Grants Management &  
Federal Assistance Branch

Accounting Services Branch

License & Revenue Branch

Program Management

Wildlife & Fisheries Division  
Deputy Director

Wildlife Branch

Fisheries Branch

Aquaculture Coordinator

Marine Policy Unit

Biogeographic Data Branch

1. Northern Region

2. North Central Region

3. Bay Delta Region

4. Central Region

5. South Coast Region

6. Inland Deserts Region

7. Marine Region

Ecosystem Conservation Division  
Deputy Director

Habitat Conservation  
Planning Branch

Water Branch

Renewable Energy Support  
& Climate Change Branch

Engineering Unit

Law Enforcement Division  
Deputy Director

North Coast Enforcement  
District

Northern Enforcement  
District

Central Enforcement District

Southern Enforcement  
District

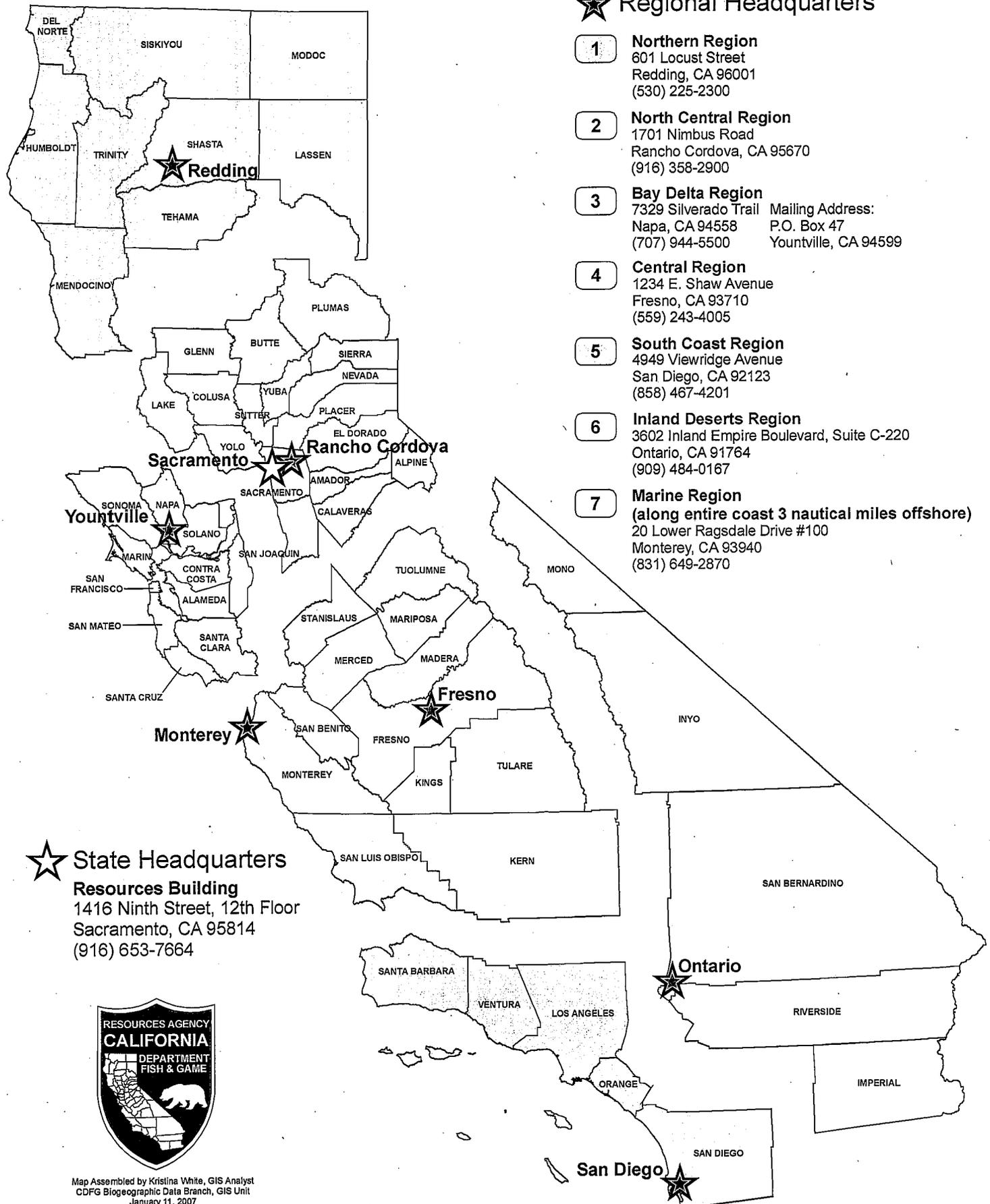
Spill Prevention & Response

Admin/Internal Affairs,  
Backgrounds & Hiring

Marine, SOU, DBEEP,  
Forensics

Air Operations

# California Department of Fish and Game Regions



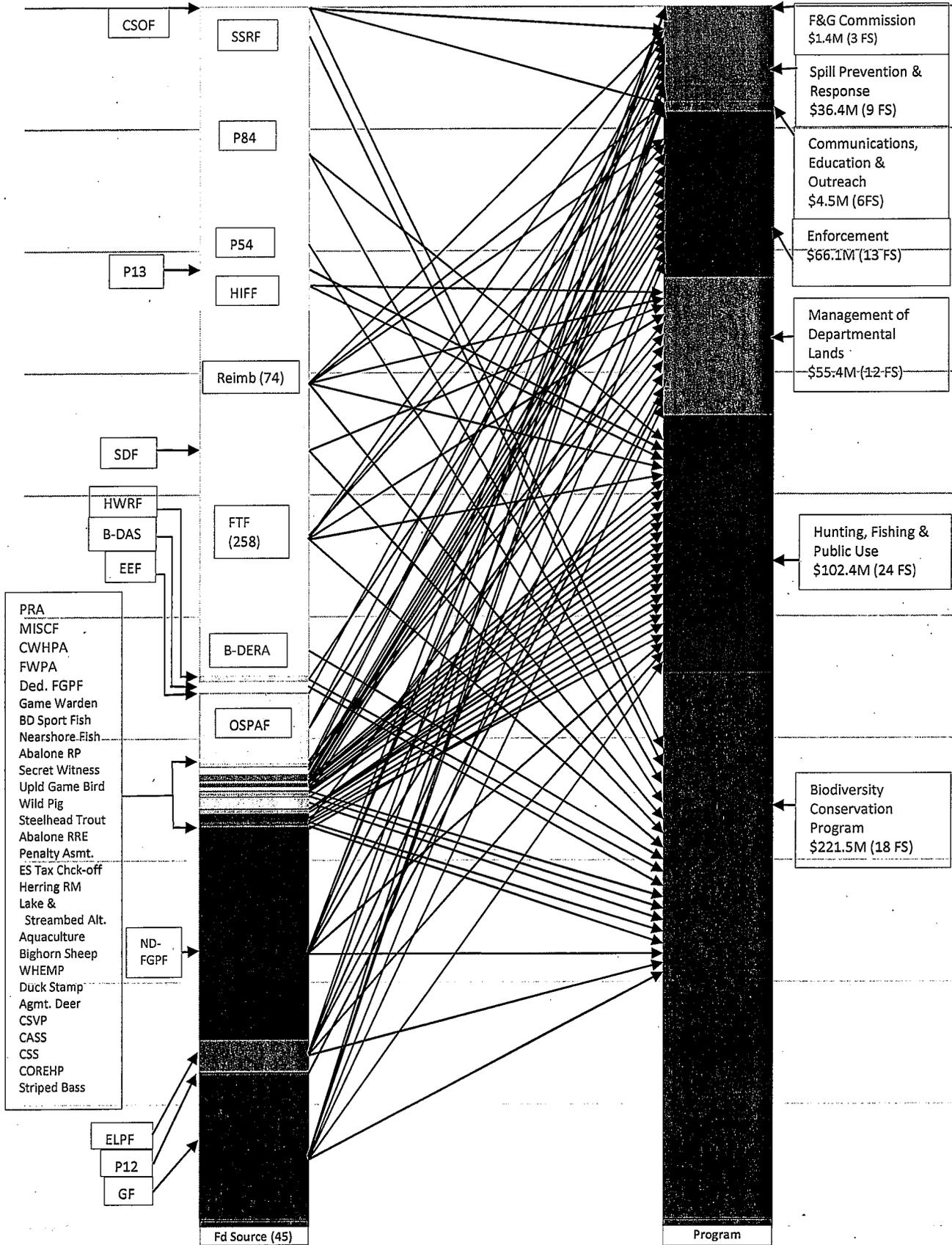
## ★ Regional Headquarters

- 1 **Northern Region**  
601 Locust Street  
Redding, CA 96001  
(530) 225-2300
- 2 **North Central Region**  
1701 Nimbus Road  
Rancho Cordova, CA 95670  
(916) 358-2900
- 3 **Bay Delta Region**  
7329 Silverado Trail Mailing Address:  
Napa, CA 94558 P.O. Box 47  
(707) 944-5500 Yountville, CA 94599
- 4 **Central Region**  
1234 E. Shaw Avenue  
Fresno, CA 93710  
(559) 243-4005
- 5 **South Coast Region**  
4949 Viewridge Avenue  
San Diego, CA 92123  
(858) 467-4201
- 6 **Inland Deserts Region**  
3602 Inland Empire Boulevard, Suite C-220  
Ontario, CA 91764  
(909) 484-0167
- 7 **Marine Region**  
(along entire coast 3 nautical miles offshore)  
20 Lower Ragsdale Drive #100  
Monterey, CA 93940  
(831) 649-2870

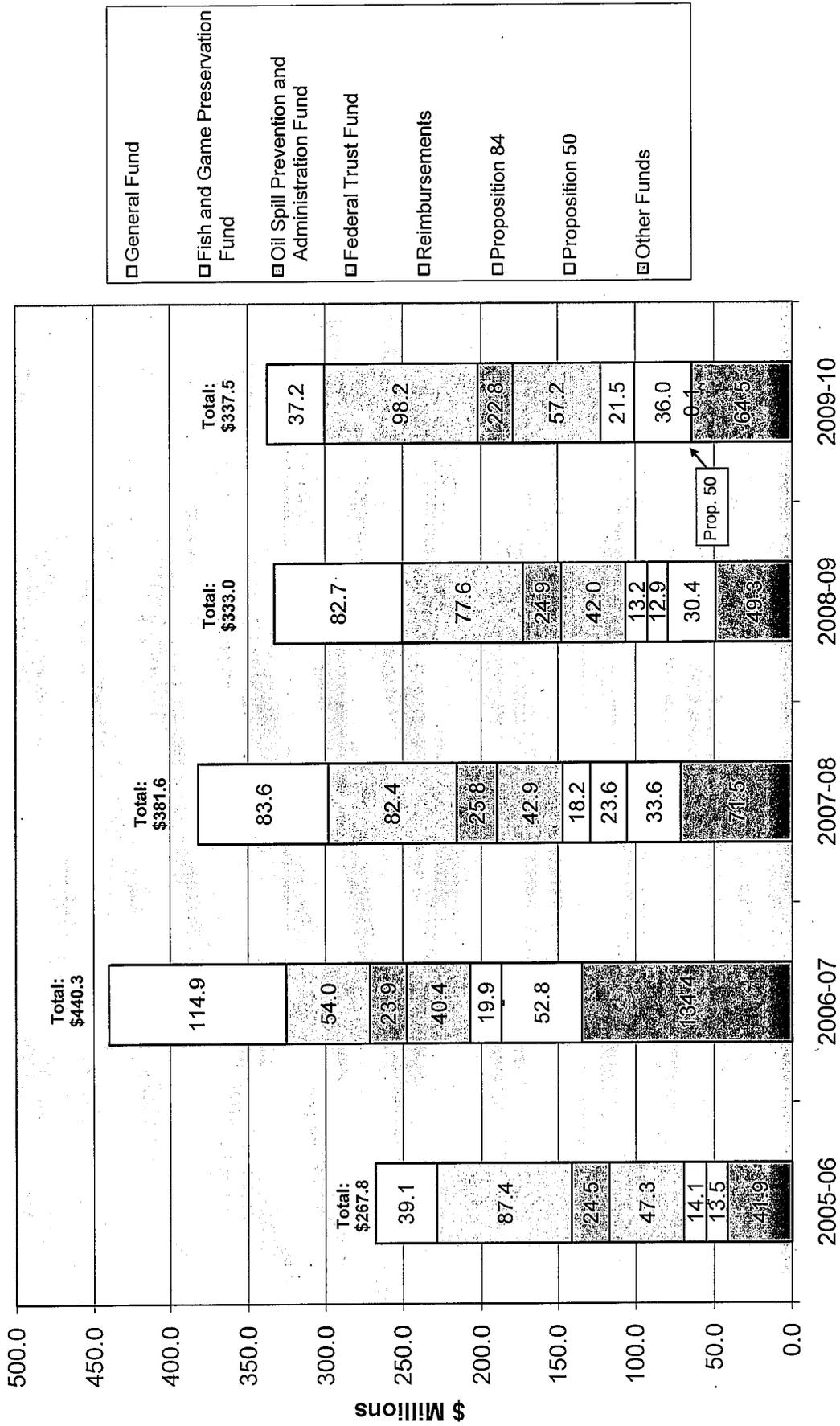
★ **State Headquarters**  
**Resources Building**  
 1416 Ninth Street, 12th Floor  
 Sacramento, CA 95814  
 (916) 653-7664



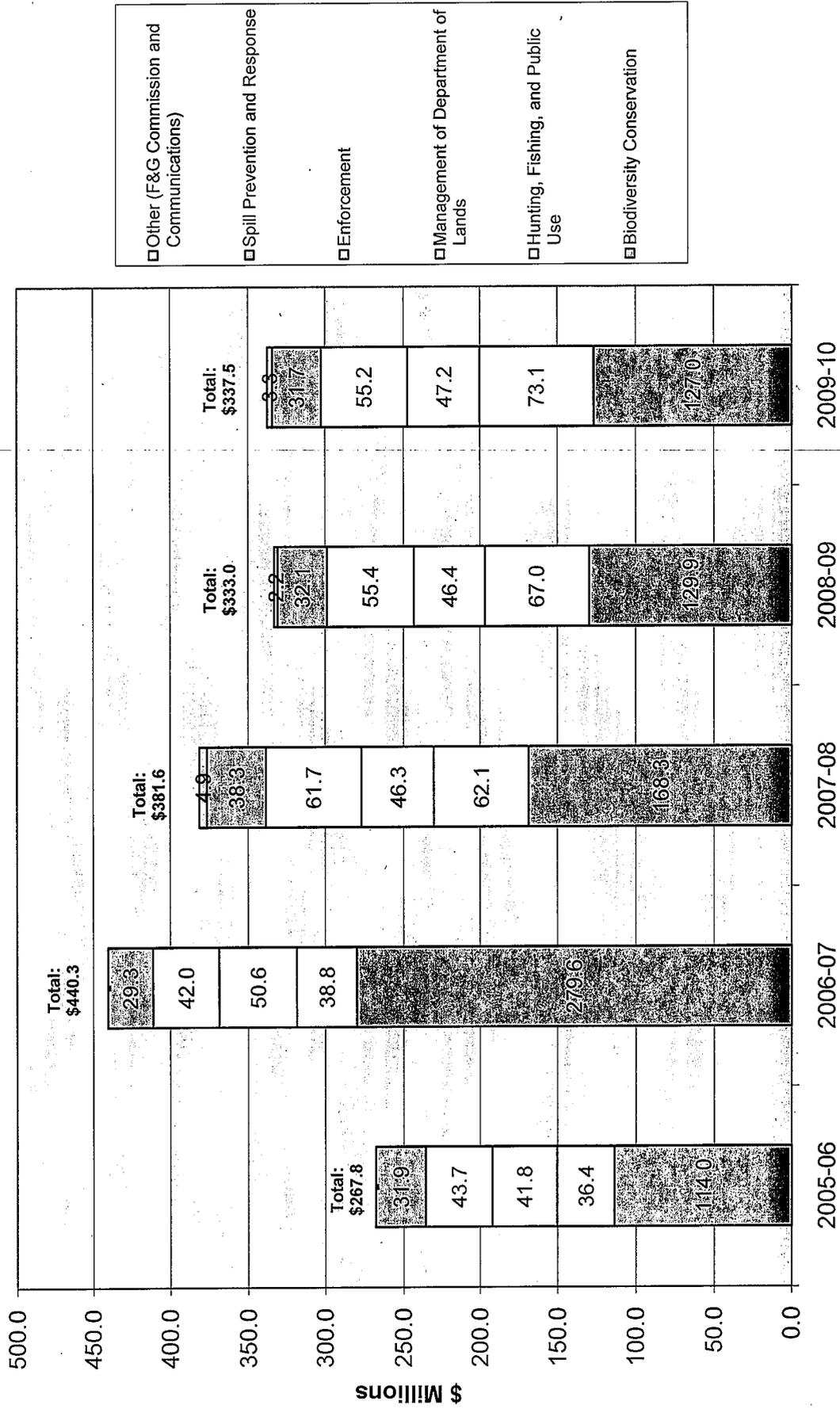
# Department of Fish and Game Program/Fund Source Comparison



# Department of Fish and Game Actual Expenditures by Fund 2005-06 Through 2009-10



# Department of Fish and Game Actual Expenditures by Program 2005-06 Through 2009-10





# CALIFORNIA DEPARTMENT OF FISH AND GAME

## License, Permit, and Tag Fees



SPORT FISHING		
Fees valid 1-1-2011 thru 12-31-2011	Fee*	Agent Total
Sport Fishing License	41.46	2.00 43.46
Resident, Annual	111.50	5.40 116.90
Nonresident, Annual	6.44	30 6.74
Reduced Fee, Annual**	41.46	2.00 43.46
Nonresident Ten-Day	20.86	1.00 21.86
Two-Day (Res./Non.)	13.39	.65 14.04
One-Day (Res./Non.)	9.27	.45 9.72
Duplicate Fishing License	12.88	.65 13.53
Second-Rod Validation	4.64	.25 4.89
Ocean Enhancement Val.	2.94	.15 3.09
Colorado River Val.—AZ	19.83	.95 20.78
Abalone Report Card	5.41	.25 5.66
North Coast Salmon Report Card	8.50	.40 8.90
Spiny Lobster Report Card	6.18	.30 6.48
Steelhead Report Card		NO FEE
Sturgeon Report Card		NO FEE

MISCELLANEOUS		
Fees valid 1-1-2011 thru 12-31-2011	Fee*	Agent Total
Aquaculture Registration	716.00	
New	362.25	
Renewal	539.25	
Surcharge \$25,000+	65.66	
Late Fee	NO FEE	
Desert Tortoise Permit	NO FEE	
Domesticated Game Breeder's License	19.31	
Class 1—175 ringnecks or less sold	95.79	
Class 2—176 ringnecks or more sold	.03	
Domesticated Game Bird Seal	313.00	
Fallow Deer Farming Permit	47.12	
Application Fee	87.04	
Inspection Fee	NO FEE	
Indian Game Transportation Tag	132.87	
Kelp Harvesting	72.87	
Live Fresh Water Bait Fish License	56.14	
Native Reptile	53.56	
Captive Propagation Permit	178.45	
Restricted Species Permit	440.75	
Application/Amendment Fee	53.05	
Inspection Fee	440.75	
Animal Care (Debtmental Species)	440.75	
Animal Care (Welfare Species)	440.75	
Aquaculture	440.75	
AZA (Debtmental Species)	440.75	
Breeding	440.75	
Broker/Dealer- Resident	873.50	
Broker/Dealer- Nonresident	440.75	
Exhibiting- Resident	873.50	
Exhibiting- Nonresident	440.75	
Fish	440.75	
Native Species Exhibiting	440.75	
Nuisance Bird Abatement- Resident	440.75	
Nuisance Bird Abatement-Nonresident	440.75	
Research (Debtmental Species)	440.75	
Shelter	53.05	
Single Event Breeding for Exhibitors	64.63	
Scientific Collecting Permit	216.56	
Nonresident	21.63	
Student	62.83	
Amendment Fee		

HUNTING		
Fees valid 7-1-2011 thru 6-30-2012	Fee*	Agent Total
Hunting License	41.46	2.00 43.46
Resident, Annual	144.20	7.00 151.20
Nonresident, Annual	41.46	2.00 43.46
Two-Day Nonresident	19.83	.95 20.78
Nonresident, Special	10.82	.55 11.37
One-Day License	6.44	.30 6.74
Junior, Annual	9.27	.45 9.72
Disabled Veteran**	5.41	.25 5.66
Duplicate Hunting License	NO FEE	
Duplicate Hunter Ed. Certificate	NO FEE	
Duplicate Hunter Ed. Certificate	NO FEE	
Mobility Impaired Disabled Persons	NO FEE	
Motor Vehicle Hunting License	NO FEE	
Disabled Archer Permit	NO FEE	
Visually Disabled Muzzleloader Scope Permit	NO FEE	

BIG GAME HUNTING		
Fees valid 7-1-2011 thru 6-30-2012	Fee*	Agent Total
Antelope Drawing Application	7.73	.40 8.13
Antelope Tag, Resident	132.10	N/A 132.10
Antelope Tag, Nonresident	404.75	N/A 404.75
Bear Tag Application (includes \$4.00 processing fee)	40.43	1.95 42.38
Resident	257.24	12.50 269.74
Nonresident	9.27	.45 9.72
Bighorn Sheep Drawing Application	7.73	.40 8.13
Bighorn Sheep Tag	371.00	N/A 371.00
Resident	507.50	N/A 507.50
Nonresident	14.68	.70 15.38
Bobcat Hunting Tags (5)	3.00	N/A 3.00
Pelt Export Tag	7.73	.40 8.13
Elk Drawing Application	393.00	N/A 393.00
Elk Tag, Resident	1,199.75	N/A 1,199.75
Elk Tag, Nonresident	27.81	1.35 29.16
First-Deer Tag Application (includes \$4.00 processing fee)	244.11	11.85 255.96
Resident	244.11	11.85 255.96
Nonresident	34.51	1.70 36.21
Second-Deer Tag Application (includes \$4.00 processing fee)	244.11	11.85 255.96
Resident	5.15	.25 5.40
Nonresident	5.15	.25 5.40
Fund-Raising Drawing	9.27	.45 9.72
Deer Tag	19.83	.95 20.78
Elk Tag	66.44	3.25 69.69
Duplicate/Exchange Deer Tag		
Wild Pig Tag		
Resident		
Nonresident		

GAME BIRD HUNTING		
Fees valid 7-1-2011 thru 6-30-2012	Fee*	Agent Total
State Duck Validation	18.03	.90 18.93
Collectible Duck Stamp***	18.03	N/A 18.03
Upland Game Bird Validation	8.50	.40 8.90
Collectible Upland GB Stamp***	8.50	N/A 8.50
Waterfowl Reservation	1.29	.05 1.34
Application (1 Choice)	6.44	.30 6.74
Application (5 Choices)	18.54	N/A 18.54
Waterfowl Area Permit	30.13	1.45 31.58
One-Day Entry Pass	139.82	6.80 146.62
Two-Day Pass	46.61	2.25 48.86
Type A Season Pass		
Type B Season Pass		

LIFETIME LICENSES		
Fees valid 1-1-2011 thru 12-31-2011	Fee*	Agent Total
Sport Fishing	478.50	
Under 10 years of age	781.50	
Age 10 to 39	704.25	
Age 40 to 61	478.50	
Age 62 and over	478.50	
Hunting	478.50	
Under 10 years of age	781.50	
Age 10 to 39	704.25	
Age 40 to 61	478.50	
Age 62 and over	581.75	
Privilege Packages	278.75	
Lifetime Big Game	324.00	
Lifetime Game Bird		
Lifetime Sport Fishing		

CALIFORNIA WILDLIFE CAMPAIGN		
Fees valid 1-1-2011 thru 12-31-2011	Fee*	Agent Total
Wildlife Area Pass	21.63	
Annual	4.00	
Day Use Pass		

COMMERCIAL FISHING		
Fees valid 4-1-2011 thru 3-31-2012	Fee*	Agent Total
Commercial Fishing License	126.43	
Resident	375.25	
Nonresident	329.75	
Boat Registration, Resident	975.00	
Boat Registration, Nonresident	46.61	
Ocean Enhancement Stamp	329.75	
Passenger Fishing Vessel	265.75	
Aircraft Registration	39.91	
Anchovy Take Permit	39.91	
Bay Shrimp Permit	58.20	
California Halibut Bottom Trawl Vessel	99.65	
Coonstripe Shrimp Trap Vessel Permit	39.91	
Crayfish Permit	166.35	
Deeper Nearshore Species Fishery Permit	433.25	
Drift Gill Net Permit	265.75	
Drift Gill Net Permit	523.50	
Dungeness Crab Vessel Permit	398.25	
Resident	39.91	
Nonresident	132.87	
General Gill/Trawl Net Permit	349.25	
Ghost Shrimp Permit	1,297.75	
Golden & Ridgeback Prawns	1,278.75	
Herring Stamp	19.83	
Herring Gill Net Permit	349.25	
Resident	166.35	
Nonresident	433.25	
Inland or Freshwater Permit	1278.75	
Land CA-Caught Fish Outside CA	2,550.00	
Lobster Operator Permit	1,278.75	
Lobster Crewmember Permit	2,550.00	
Marine Aquaria Collector	770.25	
Market Squid Experimental Vessel Permit	50.47	
Market Squid Vessel (T)	653.00	
Market Squid Vessel (NT)	653.00	
Market Squid Light Boat (T)	653.00	
Market Squid Light Boat (NT)	653.00	
Nearshore Fishery Permit	653.00	
North Coast Region (T/NT)	653.00	
North-Central Coast Region (T/NT)	653.00	
North-Central Coast Region (T/NT)	653.00	
North-Central Coast Region (T/NT)	653.00	
Nearshore Fishery Trap Endorsement	99.65	
South Coast Region (T/NT)	99.65	
South Coast Region (T/NT)	99.65	
Nearshore Fishery Bycatch Permit	265.75	
Northern Pink Shrimp Trawl Vessel	653.00	
Nontransferable	1,297.75	
Transferable	325.50	
Rock Crab Trap Permit	87.55	
Southern	87.55	
Salmon Stamp	329.75	
John Doe Salmon Stamp	329.75	
Salmon Vessel Permit	39.91	
Sea Cucumber Diving Permit	329.75	
Sea Cucumber Trawl Permit	329.75	
Sea Urchin Crewmember Permit	433.25	
Sea Urchin Diving Permit	39.91	
Southern Pink Shrimp Trawl	329.75	
Spot Prawn Trap Vessel Tier 1	329.75	
Spot Prawn Trap Vessel Tier 2	1,297.75	
Spot Prawn Trap Vessel Tier 3	10.30	
Surf Perch Tag (per order)	433.25	
Swordfish Permit	12,108.00	
Tanner Crab Trap Vessel Permit	39.91	
Tidal Invertebrate Permit	46.61	
Trap Permit	140.34	
Limited Entry Late Fee (1-30 Days)	279.75	
Limited Entry Late Fee (31-60 Days)	140.34	
Limited Entry Late Fee (Over 60 Days)	552.00	

TRANSFER FEES		
Dates valid vary	Fee*	Agent Total
Drift Gill Net (Permit)	1,507.50	
Drift Gill Net (Vessel)	133.90	
Dungeness Crab (T/NT)	206.00	
General Gill	103.00	
Herring	1,007.50	
Lobster Operator Permit	507.50	
Market Squid Vessel	507.50	
Market Squid Brail Upgrade	1,507.50	
Nearshore Fishery (Permit)	507.50	
Nearshore Fishery (Trap Endorsement)	77.25	
Northern Pink Shrimp Trawl Vessel	1,007.50	
New Owner	206.00	
Same Owner	103.00	
Temporary	206.00	
Salmon Vessel	206.00	
Sea Cucumber (Dive or Trawl)	206.00	
Spot Prawn Trap Vessel	51.50	
New Owner (Tier 1)	206.00	
Same Owner	1007.50	
Southern Rock Crab Trap Permit		

COMMERCIAL FISH BUSINESS		
Fees valid 1-1-2011 thru 12-31-2011	Fee*	Agent Total
Fish Business (multifunction)	1,779.00	
Fish Importer's License	716.00	
Fish Processor's License	716.00	
Fish Receiver's License	716.00	
Fish Wholesaler's License	486.25	
Fisherman's Retail License	91.41	
Marine Aquaria Receiver's License	1,779.00	
Sport-Caught Fish Exchange Permit	66.44	
Anchovy Reduction	39.91	

**LAKE AND STREAMBED ALTERATION PROGRAM 2010/11 IPD FEE INCREASE**

Authority	Section	Agreement Category	Source Code	Current Fee	2007 Increase	2008 Increase	2009 Increase	2010 COLA 0.016801	Rounded 0.25	Proposed Increase
F&G Code	1609	1602 Standard Agreements								
Funding	Revenue									
Of	LSAA									
		Project Costs less than \$5,000	125700.M1	\$200.00	\$213.00	\$222.00	\$214.75	\$3.61	\$3.50	\$218.25
		\$5,000 to less than \$10,000	125700.M2	\$250.00	\$266.50	\$277.75	\$268.75	\$4.52	\$4.50	\$273.25
		\$10,000 to less than \$25,000	125700.M3	\$500.00	\$532.75	\$555.50	\$537.25	\$9.03	\$9.00	\$546.25
		\$25,000 to less than \$100,000	125700.M4	\$750.00	\$799.25	\$833.25	\$806.25	\$13.55	\$13.50	\$819.75
		\$100,000 to less than \$200,000	125700.M5	\$1,100.00	\$1,172.25	\$1,222.25	\$1,182.50	\$19.87	\$19.75	\$1,202.25
		\$200,000 to less than \$350,000	125700.M6	\$1,500.00	\$1,598.50	\$1,658.75	\$1,612.25	\$27.09	\$27.00	\$1,639.25
		\$350,000 to less than \$500,000	125700.M7	\$2,250.00	\$2,397.50	\$2,499.75	\$2,418.25	\$40.63	\$40.75	\$2,459.00
		\$500,000 or more	125700.M8	\$4,000.00	\$4,262.50	\$4,444.25	\$4,299.50	\$72.24	\$72.25	\$4,371.75
		1605 Long-term Agreements								
		1605 Long-term Base Fee	125700.X1	\$2,400.00	\$2,557.50	\$2,666.50	\$2,579.75	\$43.34	\$43.25	\$2,623.00
		Project Costs less than \$5,000	125700.O1	\$200.00	\$213.00	\$222.00	\$214.75	\$3.61	\$3.50	\$218.25
		\$5,000 to less than \$10,000	125700.O2	\$250.00	\$266.50	\$277.75	\$268.75	\$4.52	\$4.50	\$273.25
		\$10,000 to less than \$25,000	125700.O3	\$500.00	\$532.75	\$555.50	\$537.25	\$9.03	\$9.00	\$546.25
		\$25,000 to less than \$100,000	125700.O4	\$750.00	\$799.25	\$833.25	\$806.25	\$13.55	\$13.50	\$819.75
		\$100,000 to less than \$200,000	125700.O5	\$1,100.00	\$1,172.25	\$1,222.25	\$1,182.50	\$19.87	\$19.75	\$1,202.25
		\$200,000 to less than \$350,000	125700.O6	\$1,500.00	\$1,598.50	\$1,666.75	\$1,612.25	\$27.09	\$27.00	\$1,639.25
		\$350,000 to less than \$500,000	125700.O7	\$2,250.00	\$2,397.50	\$2,499.75	\$2,418.25	\$40.63	\$40.75	\$2,459.00
		\$500,000 or more	125700.O8	\$4,000.00	\$4,262.50	\$4,444.25	\$4,299.50	\$72.24	\$72.25	\$4,371.75
		1602 Gravel, Sand or Rock Extraction								
		Extraction less than 500 cubic yards	125700.N1	\$500.00	\$532.75	\$555.50	\$537.25	\$9.03	\$9.00	\$546.25
		Extraction 500 to less than 1,000 cubic yards	125700.N2	\$1,000.00	\$1,065.50	\$1,111.00	\$1,074.75	\$18.06	\$18.00	\$1,092.75
		Extraction 1,000 to less than 5,000 cubic yards	125700.N3	\$2,500.00	\$2,664.00	\$2,777.75	\$2,687.00	\$45.14	\$45.25	\$2,732.25
		Extraction 5,000 or more cubic yards	125700.N4	\$5,000.00						
		1605 Gravel, Sand or Rock Extraction								
		1605 Gravel, Sand or Rock Extraction Base Fee	125700.X2	\$10,000.00	\$10,656.00	\$11,110.50	\$10,748.25	\$180.58	\$180.50	\$10,928.75
		\$1,000 Annual Fee	125700.P1	\$1,000.00	\$1,065.50	\$1,111.00	\$1,074.75	\$18.06	\$18.00	\$1,092.75
		1602 or 1611 Timber Harvesting								
		1602 Timber Harvesting Base Fee	125700.X3	\$1,200.00	\$1,278.75	\$1,333.25	\$1,289.75	\$21.67	\$21.75	\$1,311.50
		\$100 Fee for Each Project	125700.N5	\$100.00	\$106.50	\$111.00	\$107.50	\$1.81	\$1.75	\$109.25
		Master Agreement for Timber Harvesting								
		Master Timber Harvesting Base	125700.X7	\$7,500.00	\$7,992.00	\$8,332.75	\$8,061.25	\$135.44	\$135.50	\$8,196.75
		\$100 Fee for Each Project	125700.P5	\$100.00	\$106.50	\$111.00	\$107.50	\$1.81	\$1.75	\$109.25
		\$1,000 Annual Fee	125700.P4	\$1,000.00	\$1,065.50	\$1,111.00	\$1,074.75	\$18.06	\$18.00	\$1,092.75
		1602 Agreement for Routine Maintenance								
		1602 Routine Maintenance Base	125700.X4	\$1,200.00	\$1,278.75	\$1,333.25	\$1,289.75	\$21.67	\$21.75	\$1,311.50
		\$100 Fee for Each Maintenance Project per calendar year	125700.M9	\$100.00	\$106.50	\$111.00	\$107.50	\$1.81	\$1.75	\$109.25
		1605 Agreement for Routine Maintenance								
		1605 Routine Maintenance Base Fee	125700.X5	\$2,400.00	\$2,557.50	\$2,666.50	\$2,579.75	\$43.34	\$43.25	\$2,623.00
		\$100 Fee for Each Maintenance Project per calendar year	125700.O9	\$100.00	\$106.50	\$111.00	\$107.50	\$1.81	\$1.75	\$109.25
		Master Agreement								
		Master Base Fee	125700.X6	\$30,000.00	\$31,968.25	\$33,331.75	\$32,244.75	\$541.74	\$541.75	\$32,786.50
		\$250 Fee for Each Project	125700.P3	\$250.00	\$266.50	\$277.75	\$268.75	\$4.52	\$4.50	\$273.25
		\$2,500 Annual Fee	125700.P2	\$2,500.00	\$2,664.00	\$2,777.50	\$2,687.00	\$45.14	\$45.25	\$2,732.25
		Extensions for Agreements								
		Extension Fee	125700.D2	\$200.00	\$213.00	\$222.00	\$214.75	\$3.61	\$3.50	\$218.25
		Minor Amendments								
		Minor Amendment Fee	125700.L8	\$150.00	\$159.75	\$166.50	\$161.25	\$2.71	\$2.75	\$164.00
		Major Amendments								
		Major Amendments Fee	125700.L7	\$500.00	\$532.75	\$555.50	\$537.25	\$9.03	\$9.00	\$546.25
		Penalties and Fines								
		Penalties and Fines	125700.L9	50% of Penalty						
		Settlements								
		Settlements	125700.L6	Actual						
		California Environmental Quality Act (CEQA)								
		\$1,500 Initial Fee	35100012	Actual						

	A	B	C	D	E	F	G	H	I	J
1										
2		DEPARTMENT OF FISH AND GAME								
3		ENVIRONMENTAL FEES								
4										
5		Updated 6/22/11								
6		LICENSE, PERMIT, TAG, STAMP OR OTHER ENTITLEMENT	2007 Fee	2008 Fee	2009 Fee	2010 Fee	2011 COLA <sup>1</sup>	2011 Proposed Increase	2011 Proposed Fee	
7							0.016801			
8		GEQA Fees								
9		Negative Declaration (ND)	1,800.00	1,876.75	1,993.00	2,010.25	33.77	33.75	2,044.00	
10		Mitigated Negative Declaration (MND)	1,800.00	1,876.75	1,993.00	2,010.25	33.77	33.75	2,044.00	
11		Environmental Impact Report (EIR)	2,500.00	2,606.75	2,768.25	2,792.25	46.91	47.00	2,839.25	
12		Environmental Document pursuant to a Certified Regulatory Program (CRP)	850.00	886.25	941.25	949.50	15.95	16.00	965.50	
13										
14		Instream Flow/Water Diversion Fee <sup>2</sup>	850.00	850.00	850.00	850.00	N/A	N/A	850.00	
15										
16		<sup>1</sup> Implicit price deflator for 2010 1st Quarter (117.528) divided by Implicit price deflator for 2009 1st Quarter (115.586) minus 1.00 = 0.016801 which is the 2011 Cost of Living Adjustment (COLA).								

# Initiative 1 - Enhance Communications, Educations Progress Update: Fall 2010

## STRATEGY 1. ENHANCING COMMUNICATIONS BY CREATING A MARKETING STRATEGY

This element highlights the need for DFG to identify and connect with targeted audiences not currently reached but that have a significant impact on the resource without excluding traditional constituencies (i.e. hunters, anglers, conservation groups). Communications must be strategic and designed to reach both external and internal audiences, diverse age groups, cultures, and geographic locales and interests.

### Current pertinent issues:

As this strategy includes all facets of DFG, it touches all pertinent issues.

### Goals/Objectives:

Completed DFG marketing strategy

### Degree of Completion:

15 percent

### Progress/Steps toward completion/Future ideas:

1. **Internal Restructuring in OCEO providing more marketing specialization:**  
Recently, OCEO restructured in an effort to split duties between those intaking calls from media. Previously, each employee involved in communications was responsible for handling some of the multitude of incoming calls. The new structure allows for a representative for each region (Dana Michaels for R1-2, Kyle Orr for R3-4, and Andrew Hughan for R5-6) as well as separate marketing specialists (Harry Morse, Lorna Bernard and Troy Swauger) to handle major topic areas. This diversion will allow for the completion of a DFG-wide marketing strategy as well as more comprehensive, thought out campaigns. An upcoming example of which is a new campaign idea for informing the public about the link between microcystin and sea otters/pet death that was first discovered by an OSPR scientist.
2. **Current projects - external:**
  - a. **Original Productions Series *Wild Justice*:** A major production from the makers of *Deadliest Catch*, *Axe Men* and *Ice Road Truckers* is scheduled to air on the National Geographic channel November 28, 2010. This program, focused on California DFG game wardens has tested well among focus groups. Original Productions has exercised their option to extend the contract and purchase more episodes, without any having aired yet. This will be a significant outreach tool for the department and will hopefully increase warden recruitment as well as inform the viewing public about the array of issues that fall within the jurisdiction of DFG. Projects of this nature will be included in the marketing strategy and will help us reach a nationwide audience.

- b. **Social Media: Google, Youtube, Flickr, Podcasts, etc.** - DFG has made progress in utilizing social media to distribute our message among younger audiences that are perhaps outside of our traditional constituencies. Among many other examples, DFG utilized Youtube to show Pacific fishers being translocated, incorporated specific search terms within Google's search function to direct users to the DFG website, and has a Flickr site for photos of fish, wildlife and DFG events. Chief Nancy Foley uses podcasts to communicate to enforcement staff. Last, DFG is breaking ground on social network sites. OSPR has a Twitter account to relay oil spill information in real time. DFG has a currently rudimentary Facebook account that OCEO, along with the state OCIO is working on developing protocol for. When an oiled sea otter ("Olive") came under the care of DFG and the marine mammal center, a Facebook page was developed to track her progress. In a very short time it had more than 1,500 fans who still regularly check the site for otter information. New findings on otter health and mycosystin are going to be presented there. Included in the marketing strategy will be DFG's plan for further expanding the foray into social media. This plan is currently under review in OCEO. The opportunities in this realm are vast and OCEO looks forward to continuing to reach these audiences.
- c. **Continued Website/Technology Improvement:** DFG's webmaster has been compiling information regarding usability and intuitiveness of the DFG website. Based on this, she has made significant changes to the homepage. Public reaction has proven to be very positive though some internal reaction has been apprehensive to accept the change. There is a "rate this website" button on the carousel of current/important issues listed at the top of the site. This button can be utilized by the public as well as DFG employees and OCEO encourages everyone to submit feedback on the website. Feedback will direct future changes to the site. Another vital change is in the utilization of smartphone applications. DFG has created an app for the online fishing guide and is currently, with the biogeographic data branch, working to create a GPS-based app showing users the coordinates of the California coast's Marine Protected Areas. Included in the marketing strategy will be a plan for maintenance and continued improvement of DFG's website.

### 3. Current projects - internal:

- a. **Trading Post, Document Library and other utilization of the Intranet:** OCEO has worked to improve the utility of the Intranet. Webmaster Angela Barlow created the Trading Post, which allows DFG employees to announce excess supplies, needed items, etc. This forum allows regions, branches or programs with extra supplies, furniture, etc. to make them available to others or to let others know what you might be in search of before making a purchase. For example, right now everything from a 2 Stroke Johnson 120HP Outboard Boat Motor, to multiple desk chairs, to Epson color printing cartridges are being offered up, for FREE! And, if anyone has dissecting scopes and lights, they're needed by the Vegetation Classification and Mapping Program. Check out the Trading Post at <http://dfgintranet/portal/Home/TradingPost/tabid/1254/Default.aspx>. Also, the Document Library is being promoted as a more functional document sharing method than e-mail distribution. This will decrease load on DFG

servers, in turn increasing computer speed. Increased Intranet functions will be in the marketing strategy.

- b. **Internal Communication to DFG staff:** OCEO is determining faster, cheaper ways to deliver information to DFG employees in an efficient manner. Earlier this year, an employee newsletter was introduced. OCEO encourages feedback on the newsletter and how it could be improved. The intention is to modernize the format and make it quicker to produce and read. Once determined, the marketing strategy will include timelines, type of information and schedules for these internal communications.

## **STRATEGY 2. ENHANCING EDUCATION BY DEVELOPING AN ENVIRONMENTAL ETHIC AMONG FUTURE GENERATIONS**

This element recognizes the critical role of education in serving our constituents and the resource. Education, both classroom and outdoor, has the potential to reach the greatest number of Californians in delivering long-term, departmental messages about resource conservation and responsible use.

### Current pertinent issues:

Hunter Recruitment and Retention  
Warden Recruitment and Retention

### Goals/Objectives:

Heightened awareness of conservation ideals and responsible resource stewardship among future generations

### Degree of Completion:

This goal is ongoing

### Progress/Steps toward completion/Future ideas:

1. **National Archery in the Schools Program:** The National Archery in the Schools Program expanded to 15 more schools this past year, bringing the total number of California schools offering this exciting program to 54. In the more than four years since the program has been instituted, thousands of students have received archery instruction and complementary conservation education as a physical education (P.E.) module. OCEO is currently updating the curriculum, which has been adapted from the national program to meet our needs, to align with California Department of Education standards, making it more enticing to school districts and teachers, and providing greater opportunities for engaging students in wildlife conservation. Through this program, DFG is able to reach thousands of students in urban areas who have not been schooled in the outdoors by family and friends, and interest them in a sport that does not have specific size, gender or physical ability requirements, and can be enjoyed as a group while encouraging individual discipline and accomplishment. While California schools are extremely resistant to introducing weapons or hunting into the classroom, this program exposes kids to non threatening "outdoor activity" opportunities, and is an important vehicle for conservation education. The program's administrator works tirelessly to grow participation.
2. **Hatchery Education and Interpretive Program:** Expanding our education and interpretive programs at DFG lands and facilities continues to be a primary

objective. OCEO has dedicated a staff member to develop and implement a statewide hatchery education and interpretive plan to spotlight the entire hatchery program, and provide customized information for each facility. Through hatchery visits, Hatchery Operation Committee participation and community meetings, we are identifying the essential needs of each hatchery, and designing plans to meet these needs as effectively and efficiently as possible. Community involvement is critical and will continue to be a major component of a statewide hatchery education and interpretive plan. Already, partnerships at Mt. Whitney Hatchery, Mad River Hatchery, Hot Creek Hatchery and San Joaquin Hatchery are enabling us to enhance the public's experience when visiting a hatchery.

3. **Classroom Conservation Education:** Expanded and enhanced opportunities to provide conservation education through formalized classroom curriculum have continued at a statewide level. One of DFG's anchor programs, ProjectWILD, continues to be sponsored and supported by OCEO staff, and is being integrated into DFG's other classroom education programs. This national conservation education program was designed by educators for educators from kindergarten through high school, and customized to address the state's resource conservation priorities and correlate with California Department of Education standards through OCEO's integral participation. Working with regional staff, OCEO has furthered the use of ProjectWILD's comprehensive curriculum as a complement to the Classroom Aquarium Education Program (Salmon/Trout in the Classroom), and other statewide efforts. OCEO is focusing additional resources to affect and support DFG-wide education efforts, and meet its objective of delivering cohesive, long-term and targeted services to educate and engage Californians in resource conservation. Currently, OCEO is working to expand this program by filling a recent vacancy and providing proper staffing levels.
4. **Developing Partnerships for Educational Opportunities:** OCEO is extending its ability to reach greater and more diverse audiences by furthering its partnerships with previously untapped community groups. A relationship with the Sacramento-based Esquire IMAX Theater allows the department to effectively expose students, teachers and parents to conservation education in a non-traditional setting. OCEO's existing associations with organizations such as the California Waterfowl Association, the California Inland Fisheries Foundation and Bass Pro Shops continue to advance conservation education and promote departmental messages at recreational events and instructional workshops, in publications, and through financial support of DFG classroom and outdoor education programs.

### **STRATEGY 3. ENHANCING OUTREACH BY DEVELOPING PARTNERSHIPS TO ASSIST IN DELIVERING DFG'S MESSAGE**

There's more to do than can be done by DFG alone. Partnerships are an important part of our operations and provide resources for us to deliver critical services. As resource needs continue to grow and departmental resources do not, external sources of funding are necessary. As the state's wildlife steward, DFG has an incredible responsibility, which is greater than one single organization can meet. Partnering with other organizations with common conservation interests is the best way to expand our reach and increase our effectiveness in managing fish and wildlife resources.

Pertinent issues below are all examples of issues that require partnerships, but again, this strategy touches all facets of DFG. Included in parenthesis are examples of current partners on each topic, but these are certainly not exclusive.

Current pertinent issues:

MLPA (Monterey Bay Sanctuary Foundation)  
Lands Management (Cattlemen's Association)  
Poaching (Humane Society of the United States)  
Use of Federal Funds (federal government)  
Climate Change (The Nature Conservancy)  
Battle Creek Salmon and Steelhead Recovery (Pacific Gas and Electric)  
Levee Vegetation (U.S. Fish and Wildlife Service, Friend's of Swainson's Hawk)  
Living Near Wildlife (Senior and Natural Resource Volunteers)  
Endowments (National Fish and Wildlife Foundation)  
Quagga and Zebra Mussels (local governments)  
Warden Recruitment and Retention (Warden's Foundation)

Goals/Objectives:

Increased partnerships/organizations delivering important DFG messages

Degree of Completion:

This goal is ongoing

Progress/Steps toward completion/Future ideas:

1. **MOU with State Parks and the Monterey Bay Sanctuary Foundation (MBSF) on MLPA:** DFG and State Parks are currently reviewing a draft MOU for an effort to enter into a partnership with MBSF on education and outreach on the statewide network of established MPAs. The MOU outlines MBSF's responsibilities as the organizer, moving forward, on education and outreach for the central and north central coast regions, with an option to extend into the south and north coast regions. State Parks and DFG will oversee and approve outreach products created by MBSF. MBSF was already leading outreach in the central coast region when the idea for them to officially organize potential funding sources and outreach products was presented. Without this partnership, both DFG and Parks were faced with a daunting task of informing ocean users of MPAs with minimal resources.
2. **Multicultural Organizations:** There is a significant void in DFG's ability to outreach to non-English speaking constituencies, which aggravates inadvertent or uninformed poaching. OCEO is reaching out to statewide and local cultural organizations with the goal of educating these constituencies of Fish and Game laws, DFG's scope and authority, and general and promotional information.
3. **Natural Resource Volunteer Program:** The Natural Resource Volunteer Program (NRVP) is a vital link between DFG and the public. The activities of the volunteers, who receive specialized training, augment multiple departmental functions, including representation in areas and for activities where permanent staff resources are not available. Volunteers participate in education and outreach events, respond to wildlife nuisance calls, patrol wildlife areas and harbors and even sell licenses at regional license counters during peak sales times. The Law

Enforcement Division, with help from OCEO, has provided the necessary leadership to allow expansion of the program from Southern California (San Diego and Orange counties), where they are called Senior Volunteers, to northern California (Redding and Sacramento areas) where volunteers are 18 and older. OCEO just issued a press release requesting volunteers for two northern California academies. The NRVP academy in Redding will be held from Dec. 27, 2010-Jan. 7, 2011 at DFG's Northern Region headquarters. The deadline to apply for the Redding academy is Nov. 19. The NRVP academy in the Sacramento area will be held from Feb. 7-18, 2011 at DFG's North Central Region headquarters. The deadline to apply for the Rancho Cordova academy is Jan. 14.

## Initiative 2 – Develop Statewide Land Stewardship Based Upon Resources Needs-including Acquisitions, Enhancement & Management Progress Update: Fall 2010

### STRATEGY 1. DEVELOP STATEWIDE LAND STEWARDSHIP THROUGH EVALUATION OF CURRENT PROCESS, IDENTIFYING FUNDING, DEVELOPING ACQUISITION PRIORITIES AND IDENTIFYING STAFFING

DFG requires a statewide prioritization plan for land acquisitions and the intent of this initiative is to develop that plan. Additionally, the initiative set out to identify wildlife corridors, complete endowment program changes and provide policy basis for public access to promote compatible use of DFG lands.

#### Current pertinent issues:

Lands Management  
Endowments  
Statewide Inland Water and Wildlife  
Water Acquisition  
Use of Federal Funds  
Wildfire Policy and Procedures  
Wildlife Adaptation to Climate Change

#### Goals/Objectives:

1. Revise DFG's land acquisition process.
2. Develop products (ACE and ACE II) to assist in guiding acquisition priorities.
3. Develop strategies to secure additional/adequate funding to improve operational capacity and management of DFG lands.
4. Develop strategies to secure additional/adequate staffing to improve operational capacity and management of DFG lands.
5. Establish a DFG Lands Management and Policy Committee of HQ/regional leads to identify important management and policy issues to bring forward to leadership. This group will be instrumental in addressing all the initiative themes.

#### Degree of Completion:

Revise DFG's land acquisition process: 100 percent.

Develop products (ACE and ACE II) to assist in guiding acquisition priorities: 100 percent.

Secure adequate funding to improve operational capacity and management of DFG lands: About 10 percent complete.

Secure adequate staffing to improve operational capacity and management of DFG lands: About 10 percent complete.

Establish a DFG Lands Management and Policy Committee (LMPC) of headquarters/regional leads to identify important management and policy issues to bring forward to leadership. This group will be instrumental in addressing all the initiative themes: 100 percent.

Progress/Steps toward completion/Future ideas:

***Revise DFG's land acquisition process:*** Significant change has been made in regard to process evaluation, leading to a new strategy implemented in 2008 for evaluating and recommending projects to move forward to the Wildlife Conservation Board (WCB) for consideration. The Regional Operations Committee (ROC) has assumed the responsibility of the former Lands Committee in recommending land acquisition projects to move forward. To assist the ROC, new forms and procedures were put into place to expedite projects for consideration by the WCB.

***Develop products (ACE and ACE II) to assist in guiding acquisition priorities:*** DFG's effort to identify geographic areas of conservation emphasis (Areas of Conservation Emphasis or "ACE") and document these areas spatially on maps was completed for the first phase. The purpose of this effort is 1) to assist DFG staff and leadership in setting priorities for land acquisition and, in conjunction with the new process outlined above, effectively communicate these priorities to WCB, and 2) to create a starting point for discussions with our conservation partners on setting mutual acquisition and conservation priorities. The initial phase of the ACE project was intended to assist decisions on scale and scope and capture regional lands staff first-hand knowledge of priority acquisition areas. New considerations in acquisition planning include anticipated futures as a result of changing climate, an area of planning that the state is also diligently working on with other agencies and NGO partners. An update (ACE II) has already been completed during 2009-10 to integrate available real data on biological resources to the extent possible. ACE II information is being used by DFG as a tool to assist in planning and prioritizing areas and landscapes for fish, wildlife, and native plant communities conservation. Subsequent phases will further refine this effort more explicitly incorporating wildlife and vegetative community data and using additional modeling approaches.

***Develop strategies to secure additional/adequate funding to improve operational capacity and management of DFG lands:*** Funding for DFG's lands program had been waiting to see the outcome of Proposition 21 on the November 2010 ballot. As the proposition did not pass, DFG will now need to evaluate new models to provide adequate funding resources for lands management activities. On the 19 federally funded (using U.S. Fish and Wildlife Service "Wildlife Restoration" grant funds) wildlife areas, recent funding has increased in the past few years, and is anticipated to remain at elevated levels for the next few. After that, we are uncertain of federal funding levels for these areas. While good ideas and budget change proposals that addressed priorities for lands have been common over the past several years, there have only been a few minor successes at achieving greater funding resources. An assessment and solution is needed for the disconnect between land acquisitions that DFG must administer and manage, and DFG obtaining the needed fiscal resources to take on and effectively manage those lands. The LMPC as well as DFG leadership will be actively exploring future options available to more adequately address the shortages faced in statewide lands management. In the meantime, DFG continues to prioritize and allocate available resources to meet both

public use and conservation mandates as effectively as possible, even as new lands and responsibility are acquired. One idea is to examine the possibility to better estimate acquisition plan development, startup costs, and management costs within each acquisition proposal. In doing so, a "dedicated" account could be established that provides additional funding for lands administration and management.

*Develop strategies to secure additional/adequate staffing to improve operational capacity and management of DFG lands:* Staffing of DFG areas continues to be insufficient to fully accomplish our stewardship goals. Staffing has become the limiting factor to effective management of wildlife areas and ecological reserves. DFG is experiencing retirements of key lands management positions that provided leadership and management experience important for on-the-ground conservation, management and restoration activities on DFG lands. A package has been submitted to Human Resources Branch with recommendations to change the Habitat Series position classifications. DFG is diligently working on modification to position classification issues, specifically to increase salary levels and achieve parity with comparable work in state service. Historically, our wildlife area staff salaries have lagged behind other classifications, thereby hurting our recruitment and retention capability. Additionally, an assessment and solution for the disconnect between land acquisitions that DFG must administer and manage, and DFG obtaining the needed staffing levels to take on and effectively manage those lands, is needed. The LMPC as well as DFG leadership will be actively exploring future options available to more adequately address the shortages faced in statewide lands management. In the meantime, DFG continues to prioritize and allocate available resources to meet both public use and conservation mandates as effectively as possible.

*Establish a DFG Lands Management and Policy Committee (LMPC) of headquarters/regional leads to identify important management and policy issues to bring forward to leadership:* This group has been in existence for a year now and will be instrumental in addressing all the initiative themes. The committee evaluates ongoing management and conservation needs on areas and develops recommendations for new policy, regulation and priority for consideration by DFG leadership.

# Initiative 3 - Develop Strong Water Resource Management Program Progress Update: Fall 2010

## STRATEGY 1. DEVELOPING SCIENTIFIC EXPERTISE

This element identified key strategies to enhance the Department's water resources program. They focused on increasing DFG's expertise in water related resources, increasing understanding of current scientific issues, and working with major water interests to provide multiple benefits of a reliable water supply and improved flood protection while restoring aquatic and wetland resources throughout the state.

### Current pertinent issues:

Battle Creek Salmon and Steelhead Restoration  
Interagency Ecological Program  
Invasive Species Impacts on Wildlife and Natural Communities  
Sacramento-San Joaquin Delta Flow Criteria and Biological Objectives  
Salmon Population Status  
Salmon Recovery  
Use of Federal Funds  
Wildlife Adaptation to Climate Change  
Statewide Inland Water and Wildlife

### Goals/Objectives:

Increase current understanding of biological and physical parameters of aquatic ecosystem using state-of-the-art methods and models to inform effective water resource management decisions to protect and restore sustainable fishery and wildlife populations.

### Degree of Completion:

Ongoing

### Progress/Steps toward completion/Future ideas:

DFG has successfully developed, funded and staffed the Water Branch within the Ecosystem Conservation Division to meet its trustee agency responsibilities in water quality and water permitting, develop instream flow objectives, work within multi-agency cooperative efforts to provide sustainable water supplies and improved flood conveyance while restoring habitat acreage and values, and provide strategies for adapting habitat conservation strategies to climate change.

#### 1. Current projects - external:

- a. The Environmental Restoration Program (ERP) funded the Sacramento Ecological Flows Study (EFT) by The Nature Conservancy, a computer based model to evaluate ecological trade-offs including sediment supply, gravel mobility and species response at projected flows along various locations in the Sacramento River. ERP is now funding development of a Delta EFT to guide instream flow recommendations in the Delta. EFT is being used as analytical tool from the Bay Delta Conservation Plan (BDCP).

- b. The Water Branch ERP is funding and providing technical support for the Delta Historical Ecology Study to document the historic extent and types of habitat to better understand physical processes and species support functions in the Delta. The information is being mapped and analyzed to inform DFG's large scale restoration and planning efforts in the Delta estuary.
- c. ERP has developed 17 Conceptual Models for important aquatic species, critical habitats and processes in the Delta. These models have been used in the BDCP effects analysis process. Models outlined species needs, potential stressors, uncertainties, species interactions, and other consideration necessary to develop and evaluate conservation actions in the BDCP and ERP. DFG is working with the Delta Science Program to maintain and update these models as adaptive management support tools for future decision making.
- d. ERP funded the interdisciplinary Breach III restoration project in Yolo Bypass to determine the effects of an accidental breach on an island within a tidal prism, and to understand hydrologic and geomorphic changes in a "naturally" restoring wetland, and fish responses. The goal is to also develop predictive models to guide future restoration efforts.

## 2. Current projects - internal:

- a. Water Branch is developing water right guidance documents for DFG staff including: a "Water Rights 101" overview, how to acquire water rights, effective review and protest of applications for new water rights, review of water transfers, public trust responsibilities and participation in State Water Resources Control Board hearings.
- b. Water Branch has received approval for 2010-2011 group training from the Office of Training and Development for statewide staff involved with water programs to participate in a water right training session in Sacramento.
- c. The Water Branch successfully developed and staffed a Performance Measures and Monitoring Program to fulfill the legal mandate to monitor and evaluate ERP program performance by developing indicators and performance measures. Program goals are being developed to guide DFG input into BDCP, and in coordination with Delta Science Program and independent scientists to integrate performance measures within a broad-based monitoring program.
- d. The Water Branch works with the Independent Science Board, Delta Science Program and through a contract with U.C. Davis to obtain expert peer review and input on DFG programs, projects and research protocols.

- e. Central Region staff with ERP support have developed a peer reviewed San Joaquin River Salmon Model which is being used to support DFG flow recommendations in the San Joaquin River system.
- f. Water Branch was successful in getting an Instream Flow Program Budget Change Proposal approved to staff a team including a hydraulic engineer, environmental scientists and some temporary help to meet the 2009 legislated requirements to: 1) Complete instream flow studies on priority streams in the Delta and its watershed to determine how much water is needed to establish suitable habitat types and water quality required by new 2009 legislation, 2) Continue to work with appropriate agencies to minimize negative effects on fisheries, wildlife or habitat by the operation of managed lakes, reservoirs and diversions, and 3) take significant steps to implement an Instream Flow Program. Both Senate Bill X7 1 and Public Resources Code (PRC sections 10000-10005 require DFG to identify and evaluate stream flows and what is needed to protect fish and wildlife resources of the state.
- g. The Delta Reform Act (SBX7\_1) requires DFG to develop Delta flow criteria and biological objectives. Water Branch, with support from fisheries and regional staff, lead the development of Delta flow criteria and objectives. The criteria and objectives were developed in consultation with the National Marine Fisheries Service (NMFS) and the U.S. Fish and Wildlife Service (USFWS) and are to be used to inform planning efforts of the Delta Stewardship Council's Comprehensive Delta Plan and BDCP. Additionally, the legislation required the Water Board to develop flow criteria for the Delta ecosystem. DFG participated in the development of the Water Board's criteria by submitting testimony and participating as expert witnesses during their informational proceeding.
- h. Water Branch completed the ERP Stage 2 Conservation Strategy for the Delta, and released the document for public and scientific review. The document is currently posted on the DFG Water Branch website at [www.dfg.ca.gov/ERP/reports\\_docs.asp](http://www.dfg.ca.gov/ERP/reports_docs.asp) and is being used to guide DFG input into Bay Delta Conservation Strategy and other Delta planning efforts which include ecosystem restoration planning.
- i. Water Branch completed annual Program Plans in compliance with the CALFED Record of Decision. The current Year 11 ERP Program Plan is currently posted at [www.dfg.ca.gov/ERP/reports\\_docs.asp](http://www.dfg.ca.gov/ERP/reports_docs.asp), and will guide near-term planning for the ERP and contribute to implementation of publicly funded near-term conservation actions for the BDCP.
- j. DFG through the Water Branch is coordinating with the State and Regional Water Boards, Central Valley Flood Protection Board and Delta Stewardship Council to coordinate and prioritize strategies to meet the co-equal goals of the 2009 Delta Reform Act in providing a reliable water supply while protecting ecosystems of the state.
- k. DFG and the Department of Water Resources signed the Fisheries Restoration Program Agreement (FRPA). The FRPA identifies mitigation

actions, including habitat restoration, for the preservation of winter-run Chinook salmon, spring-run Chinook salmon, and Delta and longfin smelt to address impacts from the operation of the State Water Project (SWP) Delta Pumping Facilities including the Delta Pumping Plant, Clifton Court Forebay, Skinner Fish Facility and Barker Slough Pumping Plant.

1. ERP funding provided for monitoring positions in various coastal and inland counties to implement the recovery phase of the Central Valley Chinook Salmon Constant Fractional Marking Program. This included an expanded coded-wire tag recovery program in the ocean commercial and recreational fisheries and an expanded coded-wire tag processing laboratory.

## **STRATEGY 2. ENABLING DFG TO COMPETE EFFECTIVELY WITH OTHER MAJOR WATER INTERESTS**

This element recognizes the critical role of DFG to engage and compete with other entities involved in the allocation and protection of California's water resources. This update outlines DFG's increased ability to provide input to water resource allocation decision making processes in the state and respond to the Delta Reform Act of 2009.

### Current pertinent issues:

Bay Delta Conservation Plan  
Klamath River Settlement Agreement  
Levee Vegetation – Habitat vs. Stability  
Planning and Obtaining Water for DFG-managed Wetlands and Fisheries  
San Joaquin River Restoration Program  
Use of Federal Funds  
Wave and Tidal Energy  
Statewide Water and Wildlife Issues

### Goals/Objectives:

Fulfill DFG's trustee and responsible agency role in developing water management strategies throughout the state. Participate effectively in multi-agency and other cooperative efforts using state-of-the-art science to inform decision making in protecting aquatic resources.

### Degree of Completion:

Ongoing

### Progress/Steps toward completion/Future ideas:

1. Water Branch coordinates regular water rights meetings with DFG regional water right coordinators and other program representatives to assure effective, consistent and coordinated engagement in the water rights process.
2. A full-time position funded through a federal grant has been created and filled to coordinate DFG participation in the Central Valley Project Improvement Act (CVPIA) Refuge Water supply program including acquisition of water for DFG

managed wetlands in the Central Valley. This position allows DFG to fully participate in CVPIA implementation with external program partners including the USFWS, Grasslands Water District, the Bureau of Reclamation and other Central Valley Joint Venture partners, and internally with DFG wildlife management programs.

3. DFG has established core positions at Water Branch and in regional offices to focus on water issues, respond to new and revised water rights permit applications, and engage in policy discussions with the State and Regional Water Boards, Department of Water Resources (DWR), CalEPA and our federal counterparts. Current priority actions focus on the Sacramento-San Joaquin Delta, Klamath River, Shasta and Scott River Watersheds, San Joaquin River Restoration, Battle Creek Restoration and BDCP.
4. DFG in cooperation with USFWS and NMFS (ERP implementing agencies) completed the first draft of the ERP Stage 2 Conservation Strategy for the Sacramento-San Joaquin Delta and Suisun Marsh. The Conservation Strategy includes actions detailed in existing recovery plans and provides a focus on habitat restoration and actions to restore ecological processes that enhance fishery productivity within the Delta. DFG is currently working to complete conservation strategies for the Sacramento and San Joaquin River Ecological Management Zones (2010).
5. DFG is actively participating in the BDCP planning and environmental permitting process to restore habitat and contribute to the recovery of Delta fisheries and ecosystem in a way that provides for reliable water supplies to 25 million Californians. Federal and state agencies, environmental organizations, fishery agencies, water agencies and other organizations are working together on the plan. A public review draft of the plan and draft Environmental Impact Statement/Environmental Impact Report are scheduled for public review and comment in mid 2011.
6. DFG is actively participating in the State Water Resources Control Board process to review the San Joaquin River flow standards for potential amendments to the Bay-Delta Water Quality Control Plan. The Water Branch has taken the lead on coordination with the Water Board and Central Region staff to participate in these efforts. Changes to the Basin Plan could substantially change water quality and flow requirements in the lower San Joaquin River.
7. DFG through the Water Branch is coordinating with the State and Regional Water Boards, Central Valley Flood Protection Board and Delta Stewardship Council to coordinate and prioritize strategies to meet the co-equal goals of the 2009 Delta Reform Act in providing a reliable water supply while protecting ecosystems of the state.
8. The Bureau of Reclamation awarded \$1,650,311 for the construction of new groundwater wells at the Volta Wildlife Area in Merced County to diversify refuge water supply sources and supplement water supplies while improving water supply reliability.

9. The Bureau of Reclamation awarded \$3,164,000 for the construction of new groundwater wells at the Gray Lodge Wildlife Area in Butte County and Pixley National Wildlife Refuge in Kern County to diversify refuge water supply sources and supplement water supplies while improving water supply reliability.
10. DFG and the Shasta Valley Resource Conservation District and Siskiyou Resource Conservation District have proposed Watershed-wide Permitting Programs for the Shasta and Scott River watersheds to provide streamlined and comprehensive permitting frameworks to enable farmers and ranchers to continue routine agricultural activities while complying with Fish and Game Code, §1600 et seq. and the California Endangered Species Act, and to implement key coho salmon recovery efforts.
11. Water Branch ERP is coordinating with Federal Program Managers to reconcile 13 years of ERP Projects database program files as matching funds for CVPIA cost-share requirements and identified in excess of \$100 million of state expenditure funds which are applicable as state match.
12. ERP is supporting the Lower Yolo Bypass Planning Forum, a collaborative process lead by the Center for Collaborative Policy to resolve Lower Yolo Bypass management issues. Stakeholders include landowners, reclamation districts and local, state and federal agencies. The project will develop recommendations regarding future management actions, responsibilities, oversight, monitoring, public access, potential liabilities, funding and regulatory needs of the Lower Yolo Bypass.
13. Headquarters and regional staff, working under contract with DWR, are participating in the development of the Central Valley Flood Management Program FloodSAFE Plan, to include environmental protections and facilitate permitting of high priority flood conveyance and control projects.
14. DFG provided substantial input into the 2009 State Water Plan update and has received contract funding from DWR to actively participate in the 2013 update.
15. Water Branch works with DFG wetland managers within the Central Valley to coordinate participation in the current Central Valley Regional Water Quality Control Board Irrigated Lands Program and in the development of the Long-term Irrigated Lands Regulatory Program.
16. The Water Branch is actively involved in working the Regional Board staff on water quality issues related to the Impaired Water Bodies Report (303 (d) list), National Pollution Discharge Elimination System (NPDES) water quality permits including Sacramento Regional Wastewater Treatment Plant (SRWTP) permit, Basin Planning, Total Maximum Daily Loads (TMDLs), and mercury issues in the Delta and upstream.
17. ERP is funding ongoing research through its Moss Landing Laboratory on the effect of wetland restoration and management on Mercury methylation particularly in the Yolo Bypass. This research is leading to the development of Best Management Practices to reduce methyl-mercury in the environment.

18. Water Branch participates as the DFG liaison on the California Wetlands Monitoring Workgroup and as a member of the Wetland and Riparian Area Protection Policy Interagency Coordinating Committee. Participation in the communication, planning and monitoring efforts allows DFG to move toward greater standardization in assessing and tracking wetland restoration efforts, mitigation effectiveness, assessing environmental impacts and providing information on general wetland and riparian condition.
19. Water Branch worked with experts from throughout the state to help prepare the State of the State's Wetland Report. The report makes a number of recommendations on how the state and its partners can continue to make gains in wetlands and to provide wetland managers with tools to better assess wetland quality and quantity.
20. FERC Projects - Water Branch provides guidance and technical support to regional DFG staff seeking development; implementation and analysis of studies documenting impacts of hydropower projects on critical watersheds including the Yuba-Bear, Merced and Tuolumne rivers. Studies address relationship of hydropower projects on diverse resources including geomorphology, hydrology, water quality, water temperature, aquatic and riparian habitat, and connectivity. Study results will result in development of scientifically based recommendations for protection, mitigation and enhancement measures in 30 to 50 year operating licenses.
21. Wave Energy Projects - in consultation with fellow California agencies (Coastal Commission, State Lands Commission, Energy Commission, State Water Resources Control Board, Department of Parks and Recreation and Ocean Protection Council), DFG is a party to a May 2010 Memorandum of Understanding (MOU) with the Federal Energy Regulatory Commission to develop a coordinated and efficient review of proposed hydrokinetic facilities. The MOU supports development of environmentally sound renewable wave energy projects off California's coast. In particular, DFG's Water Branch, Marine Region and Office of General Counsel staffs ensure equal consideration is given to the protection of fish and wildlife (and related spawning grounds and habitat) during the review process. Exploration of hydrokinetic potential includes sites off the Humboldt, Sonoma and San Luis Obispo county coasts as well as in San Francisco Bay.

## Initiative 4 – Develop/Enhance Partnerships Progress Update: Fall 2010

### STRATEGY 1. ESTABLISHING CRITERIA AND GUIDANCE FOR IDENTIFYING, DEVELOPING, AND SUSTAINING PARTNERSHIPS

Partnering with other agencies and organizations is nothing new to DFG. Over the years, partnerships with federal agencies, for example, have enabled us to extend our wildlife management, fisheries restoration and species recovery efforts. The long-term benefits of these efforts point to a critical need to further develop and foster these positive working relationships. Through the implementation of this initiative, we are committed to evaluating the efficiency and effectiveness of our existing partnerships, and to fully exploring new relationships with potential partners in virtually every resource area for which DFG has a trustee responsibility.

This element highlights the need for DFG to understand and identify the full spectrum of partnership opportunities available to help carry out its mission. In order to achieve this, we need, first of all, to better comprehend, as a department, the full extent of the partnerships that we are currently engaged in throughout the state. Secondly, we need to utilize this knowledge to formulate overall guidance and a strategy for moving forward in a manner that ensures the sustainability of current and future partnerships. Because of the considerable investment of time involved, partnerships must be strategic, and they must support DFG in ways that allow us to maximize our limited human and funding resource base.

#### Current pertinent issues:

This strategy includes almost all facets of DFG, and it touches upon virtually all issues that will rely on communication and relationship building for their successful resolution, including, but not limited to the following:

- Marine Life Protection Act implementation
- Bay-Delta Conservation Plan
- Salmon Recovery
- Natural Communities Conservation and Habitat Conservation Planning
- Invasive Species
- Endowments
- Water Acquisition and Management
- Tribal Consultations
- Scientific Capacity
- Hunter Recruitment and Retention
- Use of Federal Funding
- Food Safety
- Levee Vegetation
- Delta Flow Criteria
- Wildfire Policy and Procedures
- Salmon and Steelhead Restoration

Climate Change  
Poaching  
Wave and Tidal Energy Development

Goals/Objectives:

Complete department-wide partnership survey  
Develop Partnership Guidelines and Implementation Strategy

Degree of Completion:

25 percent - In the spring-summer of 2010, DFG, as part of an ongoing "core value" exercise, compiled a comprehensive list of all of the activities that it engages in statewide. This list will be used as a basis for identifying both existing and potential future partnerships. In December of 2010, DFG will conduct a survey of its Regions and Programs aimed at gathering partnership data and consolidating this information into a progressive strategy for identifying, developing and sustaining partnerships into the future.

Progress/Steps toward completion/Future ideas:

1. **Core Value Exercise:** As mentioned above, earlier this year DFG gathered information regarding all activities it engages in statewide.
2. **Partnership Criteria and Guidance:** In December, DFG will take this information and use it as a starting point for assessing its current partnerships and the value of potential future partnerships in virtually every programmatic area. This information will then be utilized to develop department-wide partnership guidance by the spring of 2011.

**STRATEGY 2: FORMING MUTUALLY BENEFICIAL PARTNERSHIPS THAT COMPLIMENT AND SUPPORT ESSENTIAL DEPARTMENT FUNCTIONS AND PROGRAMS**

This element recognizes the critical role that partnerships serve in helping DFG carry out its mission. The demands from a growing population and the resultant pressures on the state's resources continue to expand. With limited staff and fiscal resources, DFG is, and will remain, challenged in its ability to fulfill its priority stewardship and public use opportunity responsibilities. We all recognize that with an increasing population and unpredictable budget cycles, priorities and capacity to meet our mandates change. Partnerships play a critical roll in providing stability for program implementation, stretching human and fiscal resources, and injecting fresh and creative ideas for more effectively meeting our mandates. This said, it is also recognized that the most successful and effective partnerships are those built around arrangements that are mutually beneficial to all parties involved.

Current pertinent issues:

See Strategy 1 above

Goals/Objectives:

Identification, development and sustainability of mutually beneficial partnerships in support of DFG's mission.

Degree of Completion:

This goal is ongoing

Progress/Steps toward completion/Future ideas:

1. **California State Association of Counties:** DFG forged a meaningful and productive partnership with the statewide organization advocating for county programs. Through a structured program that directly engages DFG environmental and planning staff with local government public works and planning staffs, we are addressing process and policy issues, identifying and removing impediments to our respective working relationships, and building partnerships that will benefit a variety of DFG initiatives.
2. **Renewable Energy:** California is facing an unprecedented surge in the need for clean, renewable energy to meet the governor's targets for reducing green house gases. This means construction of new wind, solar, biomass processing and geothermal facilities, and the transmission and distribution infrastructure to supply this energy source throughout the state. DFG developed and entered into a Memorandum of Understanding (MOU) with the U.S. Fish and Wildlife Service, Bureau of Land Management and the California Energy Commission to define roles and responsibilities with respect to streamlining regulatory approval of these facilities. The agreement calls for co-located and funded staff, increased executive level participation and direct interfacing with renewable energy development industry.
3. **Regional Advance Mitigation Strategy:** With passage of propositions 1e and 1b in 2007; California is facing significant funding for infrastructure projects that could result in impacts to wildlife and habitat, habitat fragmentation and could foreclose opportunities for future wildlife corridor development. DFG is collaborating with the Department of Water Resources, Caltrans and leaders in the environmental community to develop processes for taking advantage of significant habitat acquisition opportunities in advance of project implementation to capture low land costs and address regional corridor and connectivity issues. The partnership has been in place since February 2008 and continues as an active working group.
4. **Wildlife Action Plan Implementation:** The publication of California's state Wildlife Action Plan in 2006 marked the culmination of two years of identifying stressors on California wildlife and habitat through regular exchange with the environmental community, state and federal agencies, and major California industry representatives. Implementation of the plan involves refining and

growing these working partnerships toward creating regional actions that address these stressors and effect meaningful conservation. This plan is currently in the process of being updated will involved many key stakeholder partners in the process.

5. **Working Landscapes and California Rangeland Coalition:** Private lands, especially those currently used for grazing and timber production, are a crucial part of the overall California conservation picture. Recognizing the importance of initiatives that support private land conservation, DFG committed a full-time staff position to working with the California Rangeland Coalition to develop and approve a Voluntary Local Program permit that would provide the cattle industry, through a series of pilot projects, with permitting assurances in exchange for modifying ranching practices to maximize benefits for wildlife. DFG is participating with the Cattlemen's Association to create a statewide program for using grazing as a management tool for weed and invasive species control on DFG lands. In partnership with the Natural Resources Conservation Service (NRCS), we are currently in the process of hiring a biologist to work with the NRCS and private landowners to develop and implement conservation actions on private lands and to streamline permitting associated with these efforts.
6. **California Biodiversity Council:** DFG is an active participant in the California Biodiversity Council through participation in the Executive Committee, planning workshops and symposia to address contemporary biodiversity conservation issues and represent DFG in policy discussions relating to wildlife conservation in California. The Biodiversity Council is comprised of representatives from a broad spectrum of state and federal agencies with a stake in addressing biodiversity conservation issues acting as a forum for policy and program discussions and outlet for educating partners in conservation issues.

### **STRATEGY 3. SEEKING OUT AND EXTENDING PARTNERSHIP OPPORTUNITIES TO NON-TRADITIONAL PARTNERS**

The above are but a few of the larger partnership efforts in which we are engaged. There are many more, some small, others large. As we move into the future, one thing is sure, we must continue to find new and creative ways to achieve our mission. In order to maximize our ability to be responsive to these mandates and to most effectively and efficiently achieve our mission, we must continually be looking for new and innovative ways to partner with those who share, even in the smallest way, our commitment to conserving our natural resources for future generations.

#### Current pertinent issues:

See Strategy 1 above

#### Goals/Objectives:

Look for and take advantage of opportunities to establish partnership with non-traditional partners

Degree of Completion:

This goal is ongoing

Progress/Steps toward completion/Future ideas:

1. **Identify and Explore Non-Traditional Partner Opportunities:** This is an area that needs considerable exploration. In large part, it may involve delving into what has generally been "uncharted territory" in the natural resources conservation arena, including such areas as exploring relationships with foundations/organizations supporting programs for education, and for social and environmental justice. Certainly included in this strategy is working to develop positive and productive relationships and partnerships with organizations that historically have perceived DFG as more of a deterrent than a partner.

## Initiative 5 - Improve Regulatory Programs Progress Update: Fall 2010

### STRATEGY 1. CREATE A DEDICATED REGULATION UNIT

DFG has recognized the need to evaluate Fish and Game regulations and the rulemaking process to identify strategies for improvement, clarity, streamlining and efficiency. Specifically the goal is to eliminate underground regulations, streamline the DFG process, and implement regulations currently in existence

#### Current pertinent issues:

Regulations  
User Fees and Program Funding

#### Goals/Objectives:

Creating a regulations unit without impacting higher-priority activities and programs. At this time, DFG does not stand by this initiative as a high priority. Alternatives including consolidating existing resources are being explored.

#### Degree of Completion:

In the time since the initiatives were created, no progress has been made toward this end nor have resources been diverted for achieving this goal.

#### Progress/Steps toward completion/Future ideas:

DFG will need to move resources from other programs to form the unit. This will be a challenge given the ongoing budget situation and other higher priority activities. An alternative for the future is to restructure how regulations are implemented, potentially saving significant time and energy, and making them more adaptable. For example, instead of having to open a rule making every year to set a quota, set the regulations up to specify a process and grant the final declaration to the director as an administrative action.

## Initiative 6 – Enhance Organizational Vitality by Focusing on Employees and Internal Systems: Fall 2010

**STRATEGY (1) IMPROVING AND ENHANCING CAPACITY OF THE DEPARTMENT AND THE COMMISSION TO FULFILL THEIR PUBLIC TRUST RESPONSIBILITIES TO PROTECT AND MANAGE THE STATE'S FISH AND WILDLIFE FOR THEIR ECOLOGICAL VALUES AND FOR THE USE AND BENEFIT OF THE PEOPLE OF THE STATE.**

This element highlights the need for DFG to provide managers and supervisors with the necessary skills, knowledge and abilities to fulfill their public trust responsibilities to protect the natural resources in California. It also addresses the need to develop strategies for workforce planning as the DFG becomes susceptible as retirement occur.

### Current pertinent issues:

As this strategy includes all facets of DFG, it touches all pertinent issues.

### Goals/Objectives:

Completed basic supervision training modules and are in the process of developing strategies for capturing institutional knowledge as retirements occur.

### Degree of Completion:

Basic supervision training modules completed. The development of strategies for workforce planning is an ongoing process.

### Progress/Steps toward completion/Future ideas:

1. The Human Resources Branch (HRB), with the assistance of the Office of Training and Development (OTD), enhanced its modules for the basic supervision training provided to employees appointed for the first time to designated supervisory positions. The DFG Supervisory Academy is scheduled to return in January of 2011. The objectives of this program are to strengthen supervisors with enhanced leadership skills, increased self awareness, and a greater ability to contribute to DFG's mission. OTD also launched: 1) the "Supervisor Toolkit" - a new online resource for DFG supervisors, which provides links to valuable information to assist them in their job; 2) the New Employee Integration (NEI) - a program to more effectively integrate new DFG employees into the department by orienting them to the department's mission, structure and programs; and 3) a new workshop called "Conflict to Collaboration" to improve DFG staff's ability to work effectively with each other and members of the public.
2. OTD assisted executive staff in forming a Leadership Development Advisory Group (LDAG) in late 2009. The purpose of the LDAG is to provide input into the department's leadership development efforts. The intent is to identify areas in which the department may be vulnerable as retirements occur, and to develop strategies for workforce planning, particularly for capturing institutional knowledge.

**STRATEGY (6) SCIENCE CAPACITY AND ACADEMIC RELATIONSHIPS, INCLUDING STRATEGIES TO PROTECT AND ENHANCE THE INDEPENDENCE AND INTEGRITY OF THE SCIENCE THAT FORMS THE BASIS FOR DEPARTMENT AND COMMISSION POLICIES AND DECISIONS**

This element recognize the critical role DFG scientists play in managing California's diverse fish, wildlife and plant resources, and the habitats upon which they depend, for their ecological values and for their use and enjoyment by the public. All of the scientists at DFG perform an invaluable service for the public and are critical to carrying out the mission of the department. REG No. DCA10008  
regulations governing excluded employees, regardless of travel locale. No travel expenses will be paid prior to the actual date and time of travel.

Current pertinent issues:

IX. As this strategy includes all facets of DFG, it touches all pertinent issues.  
**Disabled Veteran Business Enterprise Requirement**

Goals/Objectives:  
Due to restrictive timeframes, or lack of DVBE subcontracting opportunity, DVBE Participation Program requirements have been exempted from this solicitation effort.

X. The primary purpose of the Scientific Community Development Program is to promote professional development among DFG scientists.

a. The California Small Business calculation preference is not applicable to the REG/SCD solicitation process because final selection is based on the combined factors of negotiated cost and qualifications of the selected firm(s). However, this does not preclude selected firms from engaging in subcontracting opportunities with certified small businesses that are qualified for services or products related to this contract effort, nor does it preclude a California certified Small Business from seeking opportunity for award as a Prime Contractor.

Comment [VK11]: Suggest change since using SB option

b. In a continuing effort to support California's overall economy and to assist the Department achieve the 25% annual SB participation goals in its overall contracting, CERES strongly encourages prime firms to foster SB and SBA partnerships and include small businesses in the REG/SCD program. The primary purpose of the program is to promote professional development among new DFG scientists. OTD formed an SCD Advisory Group, consisting of Small Business owners (16) who represent a variety of the scientific programs and organizational units. The advisory group is assisting OTD staff (SCD administrator) in reviewing and updating the program's needs assessment, identifying key core training for new scientists, and clarifying the SCD programs goals and plans.

**STRATEGY (8) REFORMS NECESSARY TO TAKE ON THE CHALLENGE OF THE 21<sup>ST</sup> CENTURY**

This element recognizes the ongoing effort to reduce California's carbon footprint to meet the Renewable Portfolio Standard (RPS) Californians will need to obtain 33 percent of its energy from renewable resources or "green energy" by the year 2020. It also recognizes the need to modernize and streamline the state's HR system to recruit, develop and maintain a well-qualified, high-performance workforce.

Current pertinent issues:

As this strategy includes all facets of DFG, it touches all pertinent issues.

Goals/Objectives:

- To help California increase its RPS from 20 percent to 33 percent and to meet the RPS, Californians will need to obtain 33 percent of its energy from renewable resources or "green energy" by the year 2020; and
- To simplify the classification system, compensate based on market conditions, individual self-development, and business needs and create an attractive recruitment and expeditious hiring process.

Degree of Completion:

Ongoing process

Progress/Steps toward completion/Future ideas:

1. The Business Management Branch (BMB) continues to monitor DFG's carbon foot print via energy-usage data collection and to successfully automate the collection of some of that energy-usage information and to further improve and automate more of the collection of energy-usage information. BMB met its commitments to the mandated multi-phase fleet and mobile equipment reduction plan, concluded in mid-2010, and implemented the state-mandated Diesel Retrofit program.
2. HRB staff continues to participate in the HR Modernization Project. The HR Modernization's goal is to simplify the state's classification system by consolidating classifications into fewer, more broad occupational families (i.e., attorneys, scientists). HRB staff is currently assigned to assist HR Modernization Project staff with the consolidation of the Scientific, Staff Service Manager (SSM) and Veterinarian classes and the development of new statewide online exams for these occupations.

**STRATEGY (9) THE DEVELOPMENT OF TECHNOLOGY TO MEET THE DEPARTMENT'S MISSION, INCLUDING DATA MODELING, COLLECTION AND ONLINE REPORTING**

This element addresses the need for DFG to replace its current manual paper-based hunting and sport fishing licensing system with an automated point of sale system, entitled the Automated License Data System (ALDS).

Current pertinent issues:

As this strategy includes all facets of DFG, it touches all pertinent issues.

Goals/Objectives:

To meet federal mandates for California's participation in the recreational portion of the State License Match System (SLMS); reduce the risk of losing federal participation monies for fish and wildlife programs mandated by them; provide data for use in other department programs; speed up the collection of department revenues collected by license agents; and generate new revenues.

Degree of Completion:

Full completion expected February 2011

Progress/Steps toward completion/Future ideas:

1. The License Revenue Branch has begun implementation of the new licensing system known as ALDS. ALDS electronically links computer terminals at each license agent location to a central database replacing the current manual "paper-based" licensing system. In addition to in-person license sales, the ALDS will also offer Internet and telephone sales. The ALDS will: 1) improve customer service

to the public by providing faster, easier license purchases; 2) enable license agents to sell all sport fishing and hunting licenses and related items; 3) provide license sales 24-hours a day, seven days a week by telephone or on the Internet; 4) streamline the license sales and accounting process by eliminating license inventory and sales reporting requirements (all license sales revenue will be electronically transferred to the DFG at predetermined dates and times); 5) provide timely and accurate accounting of DFG revenues and speed the collection of license revenues; and 6) provide license buyer data for resource management purposes to allow and the opportunities to make better decisions based on this better data.

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## **STRATEGY (10) BUDGET AND FISCAL DEVELOPMENT, ACCOUNTING AND MANAGEMENT**

This element addresses the need to assist programs in obtaining and using resources effectively and efficiently in carrying out their program objectives consistent with the approved budget by providing accurate and timely information and technical expertise.

### Current pertinent issues:

As this strategy includes all facets of DFG, it touches all pertinent issues.

### Goals/Objectives:

To provide department employees with high-quality administrative assistance and support so they can carry out their program goals consistent with their budget, statute and sound business practices.

### Degree of Completion:

Ongoing process

### Progress/Steps toward completion/Future ideas:

1. The DFG CAL-Card program administered by BMB continues to earn rebates from its partner US Bank, for timely payments made. The CAL-Card program has received rebates every quarter since first reporting a rebate in 2008. Through its continued collaboration with the Accounting Services Branch (ASB), BMB also developed enhanced purchase-tracking logs, to more efficiently provide purchase information to the involved parties, and increase transparency in the procurement process; implemented the Vehicle Spending Plan process to make procurement of vehicles and mobile equipment more efficient; and implemented a Voyager Fuel Cards expenditures tracking system which has significantly improved accountability for the use of Voyager Fuel Cards.
2. The Budget Branch improved the online access to the Budget Management System (BMS) to provide Administrative Officers (AOs), and their designated staff, easy and timely access to allotment reports. This action provides allotment transparency departmentwide with real time data for AOs to respond to their internal management needs. Budget Branch staff also collaborated with the Contracts Management Section (CMS) to improve contract processing time. Specifically, it addressed the delays of processing contracts due to funding issues that come up after the contracts are well into the last stages of approval. The new

process requires that all contracts come to Budget Branch first for funding approval before programs submit contract packages to CMS.

3. The Program Management Branch (PMB) improved the DFG fiscal ability to track operational costs by updating the current program costs accounting system, organizational cost center system, reconciliation of employee funding with work performed, updating of employee monthly timesheets and instructions, improving the process for requesting fiscal accounts, developing new program and organizational expenditure reports, and updating the employee contact names for fiscal issues.
4. The PMB also assisted in the development of an implementation process for establishing the new Resources Energy Resources Development Fee Trust Fund. Additionally, provided advice to the director's team for the "Program Priority Special Project" by providing an example format and criteria for the priority ranking of program activities and assistance with the update of program activity descriptions, outputs and outcomes.

# Initiative 7 - Expand Scientific Capacity Progress Update: Fall 2010

## THEME 1. INTERNAL COORDINATION

This theme addresses important improvements in internal communication, access and awareness among the various DFG scientific programs and their staff. Because of the diversity of scientific units and projects within the department as well as organizational and geographic/physical separation, DFG staff generally does not have a high level of awareness of scientific efforts and experts within DFG but outside of their program or branch. A much higher degree of connectedness and synergy among DFG scientific staff is needed in order for the department to realize the full potential of its scientific assets and capabilities.

### Current pertinent issues:

Levee Vegetation- Habitat vs. Stability  
Bay Delta Conservation Plan  
Sacramento-San Joaquin Delta Ecosystem Restoration Program  
Sacramento-San Joaquin Delta Flow Criteria and biological Objectives  
Delta Species Decline  
Marine Life Protection Act Implementation  
Desert Renewable Energy Conservation Plan  
Marine Spatial Planning  
Natural Communities Conservation Planning  
San Joaquin River Restoration Program  
Interagency Ecological Program  
Wildlife Adaptation to Climate Change  
Invasive Species Impacts on Wildlife and Natural Communities  
Wildlife Management and Improved Food Safety

### Goals/Objectives:

Develop and establish tools and systems that allow DFG scientific staff to know what science is currently going on throughout the department, identify experts in different fields, and communicate and share capabilities and technical interests with one another.

### Degree of Completion:

60 percent

### Progress/Steps toward completion/Future ideas:

1. Create a database detailing DFG employee's names, expertise, and contact information.

This project, conceived by DFG staff during the 2007 Leadership Academy, is called the "Intranet Database of Employees Skills and Knowledge" or I-Desk, which would facilitate the understanding of roles, responsibilities and experience of DFG employees. The goal of the I-Desk is to allow DFG programs to search a database to identify employees with specific skills and knowledge needed for new or ongoing department projects. A multi-disciplinary DFG team, led by Armand Gonzales,

worked to capture ideas and build specific details for the I-Desk. The design of the I-Desk has been completed and is intended to run standard and customized queries to acquire current and easily-accessible information about DFG programs and employees:

- Employees' contact information and classification;
- Which employees are working within a certain budget component;
- Which employees have expertise with specific habitats and/or species;
- Which employees have specialized training, certifications and/or specific skills (e.g., avian influenza, bilingual, capture techniques, survey methods, etc.);
- What equipment/resources are available.

The I-Desk will also provide customized queries for combining multiple fields for efficient and timely reporting on assignments, training needs, and funding. In addition, it is an effective tool for promoting/facilitating networking and communication among employees, identifying gaps in expertise for succession planning, responding to the legislature, and/or inquiries from the public.

To complete the I-Desk project, funding is required in order for ITB to implement necessary hardware and software acquisitions/modifications. In addition, for the project to be successful, it will be necessary for DFG employees to complete a survey about themselves and update this information periodically.

**2. Create a database detailing research and monitoring carried out by DFG employees.**

The I-Desk project, discussed above, will accomplish this task as well.

**3. Create a Department Science Newsletter that will be printed twice a year.**

This project will proceed in coordination with the Office of Communication, Education, and Outreach, and will provide readable, engaging summaries of key scientific projects and findings by DFG scientists and collaborators.

## **THEME 2. SCIENTIFIC OVERSIGHT**

This theme addresses the need to establish consistent and best standards and practices for all of the department's scientific endeavors. This will provide clear guidance for DFG scientists as they conduct their projects and establish accountability vis a vis the department's expectations of scientific products. Any policies or standards should recognize the diversity of scientific activities within the department and build in flexibility to maximize utility for, and application by, scientific staff.

Current pertinent issues:

Status of Central Coast Coho Salmon

Assessment of the SS Montebello

Battle Creek Salmon and Steelhead Restoration Project

Levee Vegetation- Habitat vs. Stability

Russian River Frost Protection

Bay Delta Conservation Plan  
Sacramento-San Joaquin Delta Ecosystem Restoration Program  
Sacramento-San Joaquin Delta Flow Criteria and biological Objectives  
Delta Species Decline  
Salmon Emergency  
Marine Life Protection Act Implementation  
Desert Renewable Energy Conservation Plan  
Marine Spatial Planning  
Salmon Population Status  
Native and Non-native Marine Aquaculture Species  
Salmon Recovery  
Natural Communities Conservation Planning  
San Joaquin River Restoration Program  
Northern California Recreational Red Abalone Fishery  
Interagency Ecological Program  
Sea Otter Health and Recovery  
Invasive Quagga and Zebra Mussels  
Wildlife Adaptation to Climate Change  
Invasive Species Impacts on Wildlife and Natural Communities  
Statewide Inland Water and Wildlife Issues  
Wildlife Management and Improved Food Safety

Goals/Objectives:

Establish general standards for best scientific practices within DFG, which address important issues such as adequate study design, robust review and prioritization of science proposals/data collection, responsible data management (see Theme 4), and peer review/publication of results.

Degree of Completion:

10 percent

Progress/Steps toward completion/Future ideas:

1. **Develop a policy on the minimum standards for any scientific work.**  
This action was in part achieved with the development and adoption by DFG of the "Policy on Quality in Science". This document provides a description of the key elements of scientific work that are necessary to support high quality science products. It also provides a framework for further detailed guidelines on different aspects of scientific work in the department. One such guideline has been developed, the "Project Workplan Detail Checklist", which provides generic (for broad use) steps for designing, planning, and executing sound scientific projects.
2. **As a long term objective, establish an assessment and monitoring branch.**  
This action will be addressed by a multi-disciplinary DFG team, which will develop the concept for this branch and logistical (staffing and funding) requirements. This team will coordinate with the directorate on the direction for the branch and coordinate technical and analytical scientific work as part of every department program.

On a related note, DFG has joined the California Cooperative Ecological Studies Unit

(CESU), a collaboration of educational institutions (University of California and California State University) and governmental agencies which facilitates research, technical support and education among federal land management, environmental and research agencies and their partners. Benefits to DFG include access to academia researchers and facilities, ability to provide grants directly to specific researchers for needed research and development, a relatively short grant process rather than the longer state contracting process, and an overhead rate of 17.6% for the academic contracts.

3. **Establish an independent science panel for high priority department issues.**  
This action requires policy development to establish a requirement that high priority proposals/issues will be reviewed by an internal panel of science experts for technical soundness and consistency with internal scientific workplan standards.
4. **Establish a mechanism for facilitating peer review.**  
This action is closely linked to number 3 above, and again would be included within a scientific review policy.

### **THEME 3. SCIENTIFIC STAFF DEVELOPMENT AND CLASSIFICATION**

This theme recognizes the fact that the growth and quality of science within the department depends on its people. DFG must invest in retaining, developing and recruiting high quality scientists in order to ensure that the department's actions and policies are supported by the strongest possible scientific foundation.

#### Current pertinent issues:

Status of Central Coast Coho Salmon  
Assessment of the SS Montebello  
Battle Creek Salmon and Steelhead Restoration Project  
Levee Vegetation- Habitat vs. Stability  
Russian River Frost Protection  
Bay Delta Conservation Plan  
Sacramento-San Joaquin Delta Ecosystem Restoration Program  
Sacramento-San Joaquin Delta Flow Criteria and biological Objectives  
Delta Species Decline  
Salmon Emergency  
Marine Life Protection Act Implementation  
Desert Renewable Energy Conservation Plan  
Marine Spatial Planning  
Salmon Population Status  
Native and Non-native Marine Aquaculture Species  
Salmon Recovery  
Natural Communities Conservation Planning  
San Joaquin River Restoration Program  
Northern California Recreational Red Abalone Fishery  
Interagency Ecological Program  
Sea Otter Health and Recovery  
Invasive Quagga and Zebra Mussels  
Wildlife Adaptation to Climate Change

Invasive Species Impacts on Wildlife and Natural Communities  
Statewide Inland Water and Wildlife Issues  
Wildlife Management and Improved Food Safety

Goals/Objectives:

Support the development of a statewide scientific staffing revitalization plan. This plan will take steps to address issues with current classifications, including: creation of a simplified recruitment and hiring process; simplified civil service structure; improved leadership and performance in the workplace; improved compensation structure.

Degree of Completion:

30 percent

Progress/Steps toward completion/Future ideas:

1. **Modernize scientific classification and hiring**

The HR Modernization Plan, under development by the Department of Personnel Administration (DPA), includes an overhaul of the State's scientific position classification and salary system, known as the Scientist Consolidation Initiative. A report of findings and recommendations from a study of the many scientific classifications has been written and is under review. The report includes recommendations regarding the consolidation of rank & file classifications into several different groupings. After approval of the report (by State Personnel Board, Department of Personnel Administration and the Department of Finance), new class specifications and a board item will be submitted to the five member State Personnel Board for approval. The time to completion of the Scientist Consolidation Initiative is difficult to estimate and will rely in part on several key factors:

- Improvement of the state's economic situation
- Ability to negotiate an agreement with the scientists' union
- Support from the new administration to continue the HR improvement efforts

In support of the consolidation initiative, DFG participated in pilot studies for administering multi-departmental exams and utilizing three-rank eligibility lists – these have been done for the Environmental Scientist, and Associate and Staff Toxicologist classifications. In addition, in August 2010 a number of DFG scientist supervisors and managers participated in HR Modernization Scientist Supervisor and Manager Expert Resource Panels in order to help complete their Leadership Competency Model component of the initiative.

2. **Improve professional development opportunities for scientific staff.**

As a complementary component to the scientific classifications overhaul, DFG has established a Scientific Community Development Advisory Group, composed of departmental scientific staff, to promote the effective training and development of new and veteran department scientists. This effort is being led by the Office of Training and Development.

## THEME 4. DFG DATA MANAGEMENT

This theme targets DFG's data management and distribution needs. It is critical that the department is capable of storing, collating and ultimately providing to DFG staff as well as stakeholders, scientific data/reports and associated metadata collected by DFG projects and contractors.

### Current pertinent issues:

Status of Central Coast Coho Salmon  
Assessment of the SS Montebello  
Bay Delta Conservation Plan  
Sacramento-San Joaquin Delta Ecosystem Restoration Program  
Sacramento-San Joaquin Delta Flow Criteria and biological Objectives  
Delta Species Decline  
Salmon Emergency  
Marine Life Protection Act Implementation  
Desert Renewable Energy Conservation Plan  
Marine Spatial Planning  
Salmon Population Status  
Salmon Recovery  
Natural Communities Conservation Planning  
San Joaquin River Restoration Program  
Northern California Recreational Red Abalone Fishery  
Interagency Ecological Program  
Sea Otter Health and Recovery  
Invasive Quagga and Zebra Mussels  
Wildlife Adaptation to Climate Change  
Invasive Species Impacts on Wildlife and Natural Communities  
Statewide Inland Water and Wildlife Issues  
Wildlife Management and Improved Food Safety

### Goals/Objectives:

Establish policies and develop systems that will ensure appropriate documentation, storage, and distribution of scientific data and reports generated by the department.

### Degree of Completion:

90 percent

### Progress/Steps toward completion/Future ideas:

This action item has been addressed with the development of DFG's "Department Data Collection, Documentation, and Sharing Policy", which specifically includes guidance on: biological data collection standards and protocols; data ownership; data documentation and metadata standards; data centralization; proper use and citation of data; data sharing and management; and data requests.



STATE OF CALIFORNIA

Fish and Game Commission

## About the Fish and Game Commission

Many Californians are not fully aware of the identity, function or responsibilities of the California Fish and Game Commission, and consider it synonymous with the California Department of Fish and Game. Actually, the Commission is a separate entity that has been involved in the management and wise use of California's fish and wildlife resources since 1870.

It is composed of up to five members, appointed by the Governor and confirmed by the Senate. The Commissioners are not full-time State employees, but individuals involved in private enterprise with expertise in various wildlife-related fields. They have a staff of eight employees, which handle day-to-day administrative activities. The Commission meets at least eleven times each year to publicly discuss various proposed regulations, permits, licenses, management policies and other subjects within its areas of responsibility. It also holds a variety of special meetings to obtain public input on items of a more localized nature, requests for use permits on certain streams or establishment of new ecological reserves.

Between 1870 and 1940, individual Commissioners served at the pleasure of the Governor. In 1940 the people provided for a Fish and Game Commission in the State Constitution (Article 4, Section 20). The Legislature delegated to the Commission a variety of powers, some general in nature and some very specific. A major responsibility is the formulation of general policies for the conduct of the Department, and the Director is responsible for administering the Department's activities in accordance with these policies. This is the only area in which the Commission is directly involved in Department administration. Its policies concern fisheries and wildlife management, introduction of exotics, use of departmentally-administered land and a variety of other subjects.

Probably the best known responsibility of the Commission is its general regulatory powers function, under which it decides seasons, bag limits and methods of take for game animals and sport fish. In adopting hunting (biennially—even-numbered years) and sport fishing regulations (biennially -- odd-numbered years), the Commission, in each case, holds a series of open public meetings (three for hunting and four for sport fishing) located in various parts of the state, so that individual and group input can be received and considered prior to adoption of new or changed regulations.

Some have criticized the Commission's regulatory powers actions as being nothing more than a rubber stamp for the Department's recommendations. A review of the Commission's actions on various Department recommendations indicates that this is not the case. In many instances, the Commission rejects or substantially modifies actions recommended by the Department, but only where it is convinced that such action is in the best interest of the resource and truly reflects the wishes and needs of the people. It is only natural that the Commission often relies heavily on the Department's biological data and recommendations, since the Department has the largest staff of experts for compiling data on California's wildlife.

In the same sense that the Commission often takes independent action on various Department recommendations, it does this also with recommendations from various hunting interests and claims that it is concerned only with consumptive use of our resources. This is another allegation rapidly refuted by reviewing the facts. Actually, the Commission spends more of its time dealing with matters of environmental quality, additional species protection, and rehabilitation of depleted populations and habitat than it does with matters of consumptive use. This by no means implies that the Commission is totally protectionist-orientated. It is fully aware that optimum use of our renewable wildlife resources must provide for a variety of consumptive and nonconsumptive needs. Wildlife, in contrast with inanimate objects, cannot be stored indefinitely for future use. Seasons and bag limits established on species with adequate reproductive potential reflect the best use of a biological surplus. In these cases, there always is prior provision for ample breeding stock and for a continuing population which can be enjoyed by naturalists, photographers and other nonconsumptive users.

The Commission's powers become increasingly broad as the Legislature gives it further regulatory and management authority. It is clear that the Commission, which can rapidly and expertly deal with resource problems, is often a more effective means of meeting the needs of the people and the resource than is the relatively slow process of legislative change. Coupled with this is an increasing awareness by the Legislature and all Californians that sound species management demands complete control over total use, and that one body, such as the Commission, is the most effective vehicle for controlling all forms of consumptive use—both sport and commercial.

There is sometimes a feeling among the Commissioners that they are greatly overloaded with work and responsibility for their \$100-daily, not to exceed \$500-monthly, maximum compensation. Still, the Commission continues working as a group of totally dedicated and intensely interested individuals, who fully realize their enormous responsibilities. As they rely on the Department for biological data and expertise, they also rely on all other Californians for recommendations, suggestions and constructive criticism of proposed actions.

The Commissioners' ultimate decisions must reflect not only the biological needs of our fish and wildlife, but also the wishes, needs and desires of all those who enjoy these resources. This is not an easy course to follow, and frequently it leads to conflicts between various interest groups. However, with the interest, understanding and involvement of everyone who appreciates our magnificent fish and wildlife resources, the California Fish and Game Commission will continue along the path of sound and enlightened resource management.

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## *A Message From Your Fish & Game Commission*

The California Fish and Game Commission is pleased to present its Strategic Plan. This Plan focuses on California's diminishing fish and wildlife resources, their importance to California, their management and the role of the Commission in meeting this challenge.

The Plan includes a strategic agenda (mission, vision, critical initial strategic goals) and a commitment to ensure the future sustainability of California's fish and wildlife resources through proactive and creative approaches and meeting constitutionally and statutorily mandated responsibilities.

California's fish and wildlife resources are at a critical crossroad. From the early 1980s to 1998 our State's population grew from 22 million people to over 32 million people. This growth has resulted in an increased pressure and demand on limited fish and wildlife resources. Loss of critical resource habitats due to competing uses have accompanied this growth.

Since the Commission was formed in 1870 to protect California's fish and wildlife resources, there has been a change in emphasis from resource utilization to resource sustainability. The Commission's greatest challenge today is finding the right resource management approaches given complex, competing resource uses. Setting proper management policies is critical to present and future resource needs.

We Commissioners are rethinking the roles and responsibilities of the Commission. As the stewards of California's fish and wildlife resources, the Commission must not only provide for hunting and fishing opportunities, but act as the trustee of these same resources. The Commission will be examining its existing policies and developing new policies for the Department of Fish and Game to better meet these joint resource challenges.

The Commission recognizes the unique interdependencies between individual fish and wildlife resources, their habitats and man. This has led to a shift toward policies aimed at managing resources on an ecosystem basis rather than on a species by species basis.

The Commission has also found that it needs better processes to involve the public and key interest groups, in policy development and implementation. Education efforts and outreach to both consumptive and non-consumptive users of fish and wildlife resources are critical pathways to this end.

Public input received during our workshops and focus groups held around California, strongly influenced the strategic direction of the Plan. Our sincere thanks to all who gave time and expertise to this effort. This strategic plan is a dynamic document subject to periodic review, evaluation, and updating. We must work together to develop partnerships to implement its important priorities and to achieve the critical "Vision" that we all share for California's fish and wildlife resources.

We, the undersigned Commissioners, commit to doing the above in a manner that provides for public access to the Commission, ensures accountability of our actions, and is anticipatory rather than reactive.

Richard T. Thieriot, President

Ted Weggeland, Vice President

Douglas B. McGeoghegan, Member

Frank D. Boren, Member

Michael Chrisman, Member

### *Richard T. Thieriot, President*



Mr. Thieriot has served as chairman of the Parrott Investment Company since 1985. From 1977 to 1993, he served as president and chief executive officer of The Chronicle Publishing Company, as well as publisher and editor of the San Francisco Chronicle. Mr. Thieriot was instrumental in creating the 15,000-acre "Llano Seco Wildlife Area" outside Chico, California in 1990. This project involved an unprecedented joint effort by federal, state and non-profit agencies along with private landowners to create a unique wildlife-and-wetland complex in the Sacramento Valley. He also served as chairman of "Farms and Wetlands, Inc.," a pioneer wetlands project which later was developed into The Nature Conservancy's "Cosumnes Wildlife Area."

### *Ted Weggeland, Vice President*



Mr. Weggeland served in the California Legislature representing the 64th Assembly District from 1992 to 1996. While in the Assembly, he served as the Republican Whip and Chairman of the Banking and Finance Committee. He authored numerous bills signed into law including measures to deter frivolous lawsuits, reform California's Greater Avenues for Independence program, and redevelop March Air Force Base. He also authored AB 2060 which created the nation's first certification program for environmental technologies which was selected as a winner for the 1996 Innovations in American Government Award selected by the Ford Foundation and the John F. Kennedy School of Government at Harvard University.

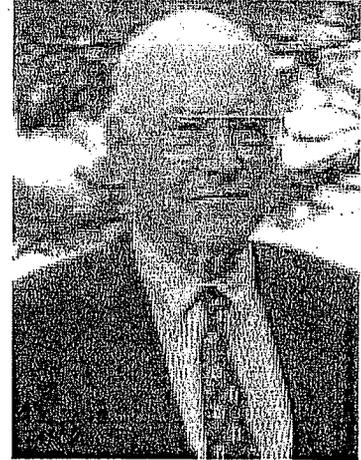
### *Douglas B. McGeoghegan, Member*



Mr. McGeoghegan is a general partner in C-5 Leasing, an equipment leasing, land grading and wildlife habitat restoration firm; Vice President and General Manager of Gunnersfield Enterprises, Inc., specializing in rice and other crop production and related agribusiness including land and resource management, wildlife habitat restoration and consulting; and a partner in McGeoghegan Farming Venture, a rice production agribusiness firm. In 1989 he received a citation from the United States Fish and Wildlife Service for "Appreciation for Outstanding Contributions to America's Natural and Cultural Resources." In 1990, he received the "Distinguished Service to Agriculture" award from the United States Department of Agriculture. He received national conservation honors in 1994 from the National Rice Foundation for his work with the conservation community in developing farming practices beneficial to wildlife and the environment.

*Frank D. Boren, Member*

Mr. Boren's primary interest is in defining the role that private business should play in solving our environmental problems. To that end he is involved in a number of public/private ventures. He is president of Sustainable Conservation, a project of Tides Center, a private non-profit organization dedicated to enhancing the environment through business and the private sector. Since 1980, he has been a partner in McNeill Enterprises, a real estate development company in Sherman Oaks, California. In addition, he is a director of the Atlantic Richfield Corporation and chairman of the Board's Committee on the Environment, Health and Safety. He is a member of the Yosemite Concession Services Advisory Committee.



*Michael Chrisman, Member*

Mr. Chrisman is the owner/partner of Chrisman Ranches, a Visalia-based family ranching and farming operation in Tulare County. Mr. Chrisman is currently the Regional Manager for Southern California Edison Company managing all phases of company/customer business, political and civic activities in Edison's San Joaquin Valley service area. Previously, he served as Undersecretary of the California Department of Food and Agriculture from 1994 to 1996 where he developed and implemented agricultural policy for the state's industry and consumers. Mr. Chrisman served as the Deputy Secretary for Operations/ Legislation in The Resources Agency from 1991 to 1994. He served as Staff Director of the Assembly Republican Caucus and Chief of Staff for former Assemblyman Bill Jones specializing in agriculture, water and environmental issues. Mr. Chrisman serves on the California Conservation Council of the National Fish and Wildlife Foundation and the boards of directors of the Great Valley Center, Sequoia Kings Canyon National Parks Foundation, and Self Help Enterprises. He is affiliated with The Nature Conservancy, California Waterfowl Association, Ducks Unlimited, and the California Farm Bureau Federation.



## *Our Vision*

The vision of the California Fish & Game Commission, in partnership with the Department of Fish and Game and the public, is to assure California has...

*“Sustainable Fish and Wildlife Resources.”*



# *Our Mission*

The Mission of the California Fish and Game Commission is, on behalf of California citizens, to ensure the long term sustainability of California's fish and wildlife resources by:

- Guiding the ongoing scientific evaluation and assessment of California's fish and wildlife resources;
- Setting California's fish and wildlife resource management policies and insuring these are implemented by the Department of Fish and Game;
- Establishing appropriate fish and wildlife resource management rules and regulations; and
- Building active fish and wildlife resource management partnerships with individual landowners, the public and interest groups, and federal, State and local resource management agencies.

# ***Identified Strategic Challenges and Goals \****

\* See Implementation Strategies on page 19

*Strategic Challenge Number One:*

**To Develop a Resource Policy Agenda for California's Fish and Wildlife Resources That Assures Resource Sustainability.**

- Goal 1: Determine the current status of California's fish and wildlife resources and the ecosystems that are needed to support them.
- Goal 2: Based on an annual resource assessment, develop resource management policies that meet the mission of the Commission and assure the sustainability of California's fish and wildlife resources.

*Strategic Challenge Number Two:*

**To Fully Implement the Commission's Roles and Responsibilities.**

- Goal 1: Develop fish and wildlife policies that focus on and prioritize resource management needs.
- Goal 2: Be proactive in the protection of the state's fish and wildlife.
- Goal 3: Ensure that resource-related decisions are based primarily on the best scientific methodology and information available.
- Goal 4: Review current statutory mandates, assess their current appropriateness and effectiveness, and assess all unfunded mandates.
- Goal 5: Increase coordination with appropriate state and federal agencies, boards, and commissions whose responsibilities impact fish and wildlife.
- Goal 6: Work more closely and cooperatively with the Department of Fish and Game.
- Goal 7: Protect as much of the state's remaining wildlife habitat as is possible.
- Goal 8: Support the law enforcement activities of the Department's wardens by taking consistent action to suspend licenses and permits when appropriate.

*Strategic Challenge Number Three:*

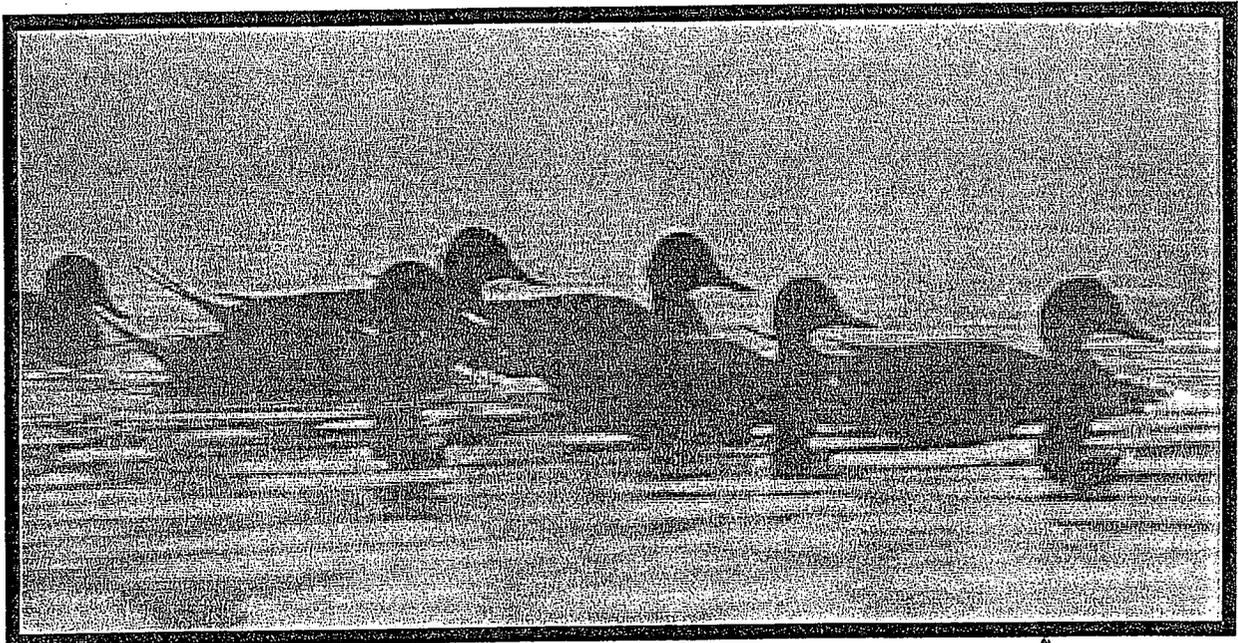
**To Improve the Commission's Organizational Effectiveness.**

- Goal 1: Determine the required staffing levels to carry out the Commission's responsibilities and mandates.
- Goal 2: Develop adequate Commission procedures, policies and materials.
- Goal 3: Establish an independent budget for the Commission based on current resource requirements and also be supportive of adequate funding for Department programs.
- Goal 4: Develop procedures for the Commission's Budget Subcommittee to work closely with the Department in formulating its annual budget.
- Goal 5: Determine whether the Commission's organizational structure is the most efficient and productive approach to carrying out its mission.
- Goal 6: Determine if the Commission's organizational structure provides the adequate exercise of its authority over the Department of Fish and Game.

*Strategic Challenge Number Four:*

**To Improve Commission Outreach.**

- Goal 1: Increase public participation and representation in Commission decision-making processes and operations.



Northern Pintails  
File photo

## Commission Overview

The California Fish and Game Commission is over 128 years old. In 1870 the Board of Fish Commissioners, the forerunner of the modern day Fish and Game Commission, was established "to provide for the restoration and preservation" of fish in California waters. This was the first wildlife conservation agency in the United States, predating even the U.S. Commission of Fish and Fisheries.

California's first three "fish commissioners" were appointed by the Governor and received no compensation for their service. The Legislature appropriated \$5,000 to the Board for its first two years of operations. This same year (1870) the first fish ladder was built on a tributary of the Truckee River and a state fish "hatching house" was established at the University of California in Berkeley.

In 1909 the Board of Fish Commissioners' name was changed to the Fish and Game Commission, which reflected the growing importance of game conservation. The complex fish and game regulation and administration of today dates from these years when the Commission was given more authority to expand and to undertake new responsibilities in the areas of conservation.

In 1927 the administrative functions of the original Commission were assumed by the newly established Division of Fish and Game, set up within the Department of Natural Resources. As compared with other divisions within the Department, Fish and Game was unique in that it was administered by the Fish and Game Commission and not under the direct control of the Department of Natural Resources. In 1927 the first deer tag (\$1.00) was issued.

In 1937 the Fish and Game Commission was increased from three to its current five members, and in 1940 a constitutional amendment provided for six-year staggered terms for the commissioners and made their appointments "by the governor subject to confirmation by the Senate."

In 1945 the Legislature, through a constitutional amendment, delegated to the Fish and Game Commission the responsibility for making regulations for sport fishing and hunting.

To achieve its current mission the Commission must deal with many major challenges:

- A California population of 32+ million people which is growing rapidly and impacting wildlife and their habitats in many ways: from competition for resource use; to pollution; to growth pressures; to the importation of non-native species; to poaching, etc.
- A land area of some 159,000 square miles.
- Habitat and fish and wildlife diversity that is unequalled by any other state. California includes more than 1,100 miles of coastline, 30,000 miles of rivers and streams, 4,800 lakes and reservoirs, 80 major rivers, three of the four North American desert habitats, and scores of rugged high mountain peaks.
- More than 1,000 native fish and wildlife species.
- More than 5,000 native plant species.
- Nearly 350 threatened and endangered species.



Osprey

While the Fish and Game Commission and Department of Fish and Game are intertwined in many ways there is a considerable difference in the statutory charges of each. The Commission is a separate entity and has the statutory authority to formulate policies for the guidance of the Department.

The Commission has over 200 other powers and duties listed in the statutes of the Fish and Game Code. Principal among these are legislatively-granted powers for the regulation of the sport take and possession of birds, mammals, fish, amphibians, and reptiles. These resource protection responsibilities involve the setting of seasons, bag and size limits, and methods and areas of take.

The Commission also regulates aspects of commercial fishing including: fish reduction; shellfish cultivation; take of herring, lobster, sea urchins and abalone; kelp leases; lease of state water bottoms for oyster allotments; aquaculture operations; and other activities.

The Commission oversees the establishment of wildlife areas and ecological reserves and regulates their use. It also prescribes the terms and conditions under which permits or licenses may be issued by the Department and considers the revocation or suspension of commercial and sport licenses and permits of individuals convicted of violating Fish and Game laws and regulations.

In carrying out its responsibilities the Commission holds eleven regularly-scheduled public meetings per year around California. It hears from the public on a myriad of subjects during its decision-making process. A primary responsibility of the Commission is to afford an opportunity for full public input and participation in the decision and policy making process of adopting regulations or taking other actions related to the well-being of California's fish and wildlife resources.

The Commission also provides an appeal process for those members of the public dissatisfied with actions taken by the Department.

The relationship of the Commission and the Department has evolved over time. The Commission sets policy for the Department, while the Department is the lead state agency charged with implementing, safeguarding and regulating the uses of wildlife. The mission of the Department is to "manage California's diverse fish, wildlife, and plant resources, and the habitats upon which they depend, for their ecological values and for their use and enjoyment by the public."

The Department manages more than 840,000 acres of wildlife habitat, including 107 wildlife areas and 99 ecological reserves; many areas were purchased to safeguard species at risk. Department wardens enforce laws and regulations relating to fish, wildlife, and habitat within the state and its offshore waters. Department staff also reviews timber harvest plans and a variety of environmental documents for land and water projects that may affect fish and wildlife.

Department scientists are critical to the identification of species and ecosystem status and are an important resource to the Commission in its determination of the health and resource management policy needs of specific ecosystems. While the Commission relies on the Department's biological data and scientific recommendations there is an increasing emphasis on the use of peer review and best available science.



Coyote  
File ph

While the Commission has many powers given to it by the California Legislature those powers not specifically given to the Commission by the California Legislature are retained by them. Over time the Commission's powers have been broadened as the Legislature gives it further regulatory and management authority.

It is becoming clear that the Commission, which can rapidly and expertly deal with resource issues, is an effective means of meeting the needs of the public and the resources. This is both a major opportunity and challenge for the Commission. Any effective management of California's fish and wildlife resources, however, will depend on an effective working partnership between the Commission, the Department and the public.

What follows is a summary of the specific authorities of the Commission.

## **Summary of Fish and Game Commission Authority**

### **Powers and Duties of the Commission:**

- The Fish and Game Commission is authorized by Article IV, Section 20, of the Constitution of the State of California. The Commission is to be composed of five members; two of them are elected to serve as president and vice president. The Commission is appointed by the Governor, with appointments subject to confirmation by the Senate.
- The Commission shall formulate general policies for the conduct of the Department. The Director shall be guided by these policies and is responsible to the Commission for administration of the Department therewith. (Section 703, Fish and Game Code.)
- The Commission is required to hold certain meetings each year. (Sections 206, 207 and 208, Fish and Game Code.)
- The Commission may hold other meetings or hearings on such dates, or in such locations, as may be deemed necessary or proper, and in accordance with the provisions of various sections of the Fish and Game Code.
- The Commission carries out a quasi-judicial role when it considers the revocation or suspension of licenses and permits for violation of sport and commercial laws and regulations.

### **General Regulatory Powers:**

Under the provisions of sections 200 through 221 of the Fish and Game Code, the Commission is empowered to regulate the taking of fish and game. These statutes do not extend to the taking, processing or use of fish, mollusks, crustaceans, kelp or other aquatic plants for commercial purposes.

The general statutory powers and duties vested in the Commission related to the take of birds, mammals, fish, mollusks, crustaceans, amphibians and



aguna Beach Dudleya  
ate-listed "rare")  
hoto by Reid Moran

reptiles include the following:

1. Establish, extend, shorten or abolish open and closed seasons;
2. Establish, change or abolish bag, possession and size limits;
3. Establish and change territorial limits for taking any or all species or varieties; and
4. Prescribe the manner and means of taking any species or variety.

### Other Powers:

Other powers and duties which are vested in the Commission total approximately 200 and are found throughout the Fish and Game Code. Generally, they are as follows:

- The Commission establishes policies for the guidance of the Department and prescribes the terms and conditions under which permits or licenses may be issued by the Department;
- Regulates the following aspects of commercial fishing: fish reduction, the ocean shrimp fishery, kelp leases, oyster allotments, shellfish cultivation and abalone regulations;
- Accepts mitigation lands on behalf of the state; and
- Reviews the Department's budget, but has no powers in relation the administration of the Department.
- In preparing its strategic plan, the Commission reviewed its full scope of responsibilities and authorities granted to it by the Legislature. If anyone is interested in those mandates, a list can be obtained from the Commission office.



American Peregrine Falcon  
(state-listed "endangered")  
Photo by Brian Woodbridge

### Length of Term of Office:

The Constitution places the term of office of each Commissioner at six years. A Commissioner, whose term has expired, may serve until the Governor appoints a successor.

The terms of office for the Commissioners are staggered so that the term of not more than one Commissioner will expire in any one year. If, for any reason, a vacancy on the Commission occurs before the "normal" expiration of term of a member, the successor may only serve out the replaced member's original term.

### Functions of President:

The President of the Commission presides over Commission meetings, appoints Commission members to special subcommittees, signs documents on behalf of the Commission and generally represents the Commission in all matters involving it. The President is a member of the Wildlife Conservation Board (Section 1320, Fish and Game Code) and may be a member ex officio of the Migratory Bird Conservation Commission created by the Migratory Bird Act of Congress in 1929. (Section 357, Fish and Game Code.)

*The Process of  
Developing A  
Strategic Plan*

# Formulating The Plan Through The Public Process

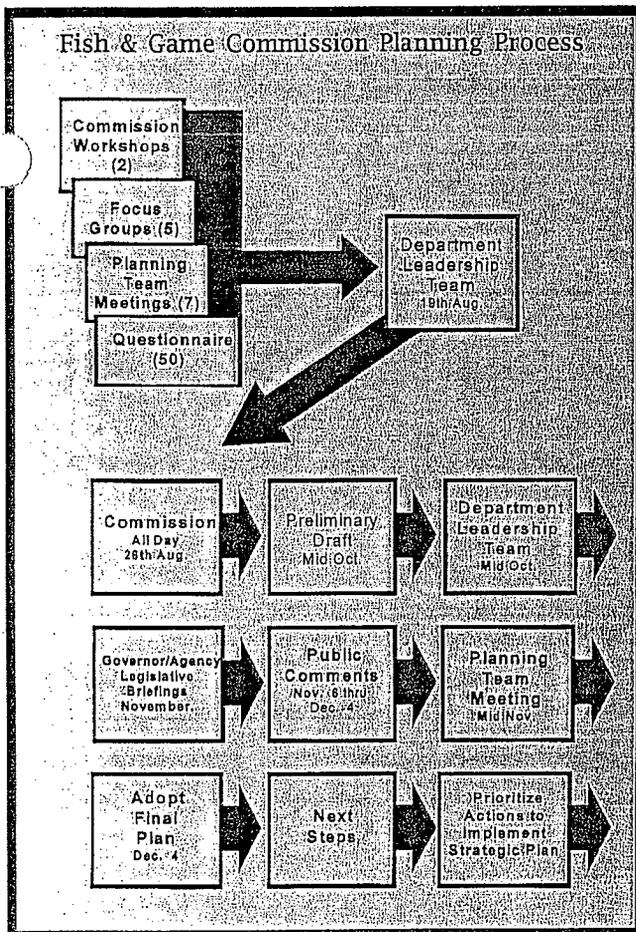
## Public Meetings

The key emphasis of the Commission's strategic planning and policy efforts is to more effectively reach out to all of our critical constituencies—you the citizens of California. It is critical to develop effective two-way, working relationships with existing and new interest groups, to address common resource concerns, to establish working partnerships and to better understand diverse resource needs.

During our strategic planning process, five focus group meetings were held across the state in Redding, Sacramento, Fresno, Monterey and Riverside. We invited a broad cross section of individuals and interest group representatives to share their opinions and expertise. While not everyone who was invited to the focus groups was able to attend the meetings, over 80 people did attend and actively participated. (Focus Group attendees are listed in the Appendix.)

Participants were asked for their views on the most important issues facing the Commission and what the future role of the Commission should be. Individual questionnaires were also used to obtain additional ideas and comments from Commission and Department staffs, focus group participants and those not able to attend a meeting. In addition to the five focus group meetings, two public workshops and seven work sessions were held on the strategic plan. The all day workshop in Sacramento, for example, drew over 100 participants who shared their comments and suggestions with us both verbally and in writing.

The Commission is greatly indebted to everyone who took the time to participate in this effort. Public comments and concerns helped shape and guide our thinking in developing our strategic plan and its priorities. In a real sense, this is a strategic plan and agenda for the public and its resources. We commit as a Commission to continue this important dialogue initiated between the public and Commission on fish and wildlife resource management and policy setting. This rethinking and reforming of approaches will long serve the public, the public's resources and the Commission as it does its business.

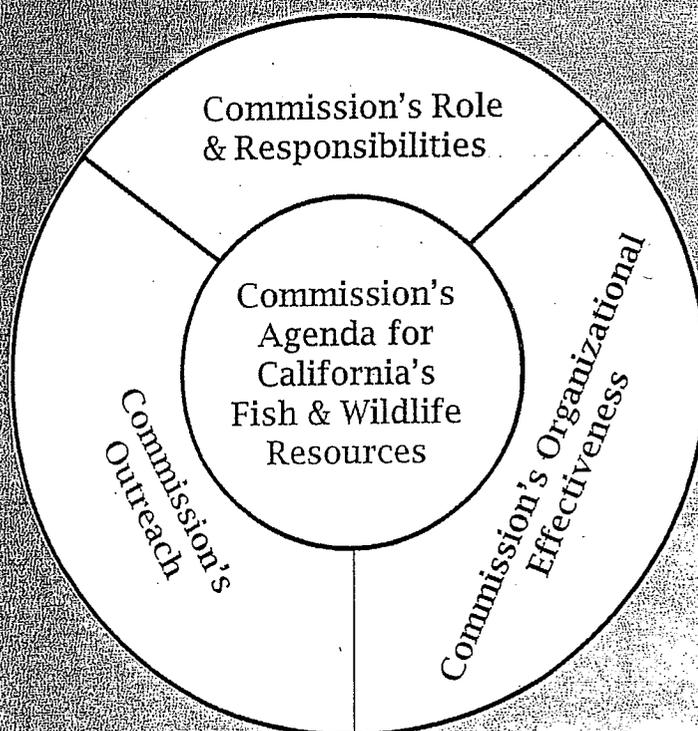


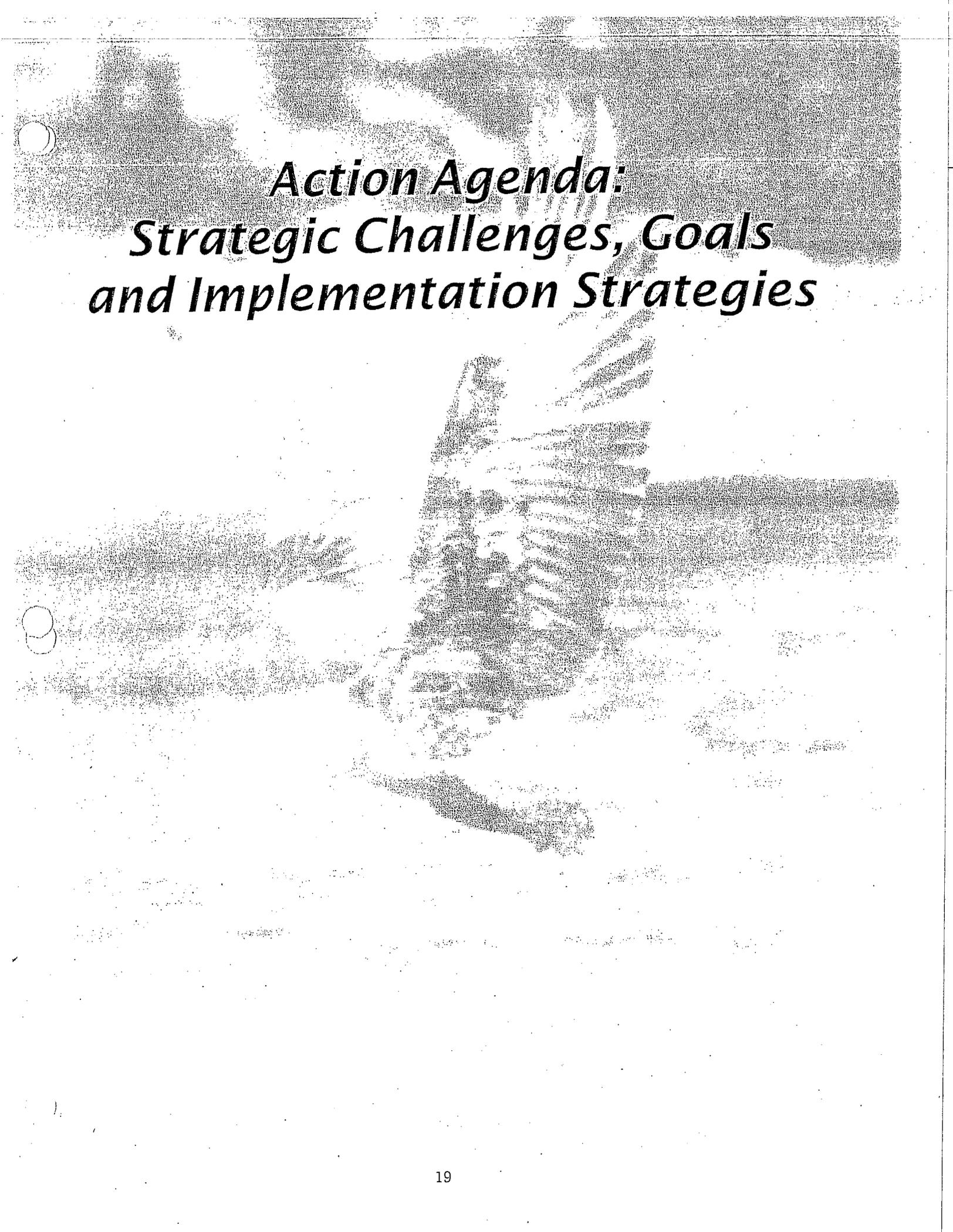
## Basic Needs Identified by the Public

From the public meetings, an important strategic agenda emerged. While many diverse interest groups and individual citizens participated, there was an overwhelming agreement on the most critical challenges facing the Commission. Four basic needs consistently surfaced:

- There is a need for the Commission to set effective management policies aimed at assuring a sustainable resource base.
- The Commission must be innovative in addressing the challenges presented by the many changes impacting fish and wildlife resources and their habitat.
- The Commission must become more effective through adequate staffing, adequate funding and a workable structure.
- The Commission must continue to build communication bridges to the public, particularly partnerships, to effectively manage resources.

### The California Fish and Game Commission's Action Agenda has as its Core, Fish and Wildlife Resources

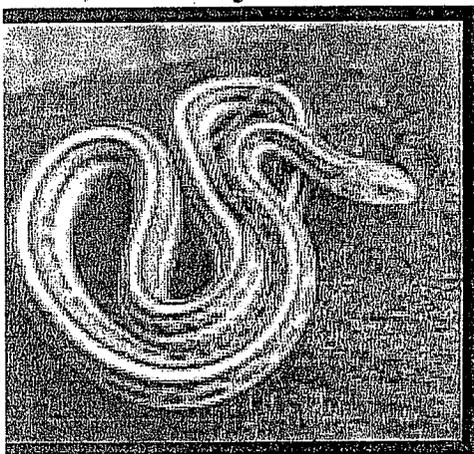




***Action Agenda:  
Strategic Challenges, Goals  
and Implementation Strategies***

## Strategic Challenge #1:

### To Develop a Resource Policy for California's Fish and Wildlife Resources that Assures Resource Sustainability.



San Francisco Garter Snake  
state-listed "endangered")  
the photo

California's fish and wildlife resources and the habitats that they depend on, are at a critical crossroad. Increasing pressures from long-term resource use and expanding population growth have greatly impacted these finite resources. Increasing pollution and poaching are also threatening these fragile resources. Declining revenues from license sales have greatly impacted the Commission's and the Department's ability to adequately manage and preserve these funding resources. Additional funding sources have not been commensurate with new mandates given to the Department and Commission.

In light of these concerns the Commission needs to develop and implement resource policies and a management direction to assure sustainable California fish and wildlife resources and to meet the mission of the Commission.

In order to accomplish this, the Commission is setting forth the following goals and strategies:

**Goal 1: Determine the current status of California's fish and wildlife resources and the ecosystems that are needed to support them.**

#### Strategies:

- Oversee the development of an annual assessment of California's fish and wildlife resources and ecosystems. Work with the Department and public and private organizations to conduct this assessment using the best available science.
- Assess the current and potential impacts on California's fish and wildlife resources from all sources (users, competing uses, population growth, pollution, policy and legislation, etc). Develop recommendations for a comprehensive resource management policy that builds on the Department's ecosystem plans and those of other agencies and organizations.

**Goal 2: Based on an annual resource assessment, develop resource management policies that meet the mission of the Commission and assure the sustainability of California's fish and wildlife resources.**

**Strategies:**

- Utilize an annual assessment of California's fish and wildlife resources and ecosystems, to develop resource management policies and strategies for the Department and the Commission.
- Identify ways to reward good resource management and stewardship by private landowners and organizations.
- Work to assure adequate funding of fish and wildlife oriented programs and projects.
- Monitor and evaluate the effectiveness of resource policies in attaining intended objectives and outcomes.
- Monitor and evaluate the effectiveness of enforcement activities in attaining the intended objectives and outcomes.

**Strategic Challenge #2:****To Fully Implement the Commission's Roles and Responsibilities.**

A shift of fish and wildlife resource management and policy from resource utilization (1800s to 1950s) to resource utilization and enjoyment consistent with resource sustainability (1950s to today) has required that the Commission's historic roles and responsibilities be reevaluated. As a result, the Commission will now focus on the following goals and strategies to further clarify its contemporary roles and responsibilities as a steward of the state's fish and wildlife resources:

**Goal 1: Develop fish and wildlife policies that focus on and prioritize resource management needs.**

**Strategies:**

- Actively set fish and wildlife policy priorities with management focus.
- Concentrate Commission activities on strategic policy issues.

**Goal 2: Be proactive in the protection of the state's fish and wildlife.**

**Strategies:**

- Respond quickly to early signs of species declining in numbers and take steps toward their protection.

**Goal 3: Ensure that resource-related decisions are based primarily on the best science and scientific methodology and information available.**



Adobe lily  
File photo

**Strategies:**

- Rely on the best science, using the Department as the primary source of information, but also using peer review and outside sources of expertise.
- Use the most current resource information available.
- Produce an annual "Status of the Resources" report.
- Actively solicit public input in making best science decisions.

**Goal 4: Review current statutory mandates, assess their current appropriateness and effectiveness and assess all unfunded mandates.**

**Strategies:**

- Sponsor legislation to eliminate outdated statutory mandates and streamline those cumbersome in structure.
- Use existing authority or seek legislation to delegate licensing and permit issues to subcommittees of the Commission or administrative hearing officers.
- Eliminate unfunded mandates or obtain funding for them if they are still needed.
- Pursue legislation to ensure sufficient budgetary support from the General Fund, or other funding sources, to allow the Department to properly carry out all Commission directives and policies.

**Goal 5: Increase coordination with appropriate state and federal agencies, boards, and commissions whose responsibilities impact fish and wildlife.**

**Strategies:**

- Use all available measures, including legal action if necessary, to ensure that fish and wildlife agencies fulfill their responsibilities.
- Schedule joint meetings with fish and wildlife agencies on issues of importance to resources.
- Focus coordination efforts on those governmental agencies with responsibility over the state's waters and forests.

**Goal 6: Work more closely and cooperatively with the Department of Fish and Game.**

**Strategies:**

- Provide policy direction and review the budget of the Department and assist it in meeting its mission.
- Establish regular meetings between the Commission and the Department director.
- Promote the image of the Department and its employees as credible professionals.



Long-necked Pheasant  
file photo

- Utilize subcommittees and work groups more to work with the Department to become familiar with large, complex issues.
- Sponsor, with the Department, special workshops on emerging resource issues.
- Utilize the Marine Subcommittee to help implement the Marine Life Management Act of 1998.

Goal 7: Protect as much of the state's remaining wildlife habitat as is possible.

**Strategies:**

- Encourage the Department to obtain valuable habitat through easements on private property or outright acquisition.
- Support the concept that management of acquired protected lands should be contracted out by the Department where possible and management of Department-owned lands should be fully funded.
- The Commission should support maximum funding for the Wildlife Conservation Board.
- Encourage the Department to maximize efforts to preserve and protect farmland because of its benefits to wildlife.
- Optimize habitat on lands already owned or managed by the Department for maximum benefit in the protection and enhancement of wildlife.

***Strategic Challenge #3:***

**To Improve the Commission's Organizational Effectiveness.**

To meet its Mission, the Commission must improve its effectiveness through organizational changes involving adequate staffing, workable policies and procedures, adequate funding and sound structure. The following goals focus on those critical areas.

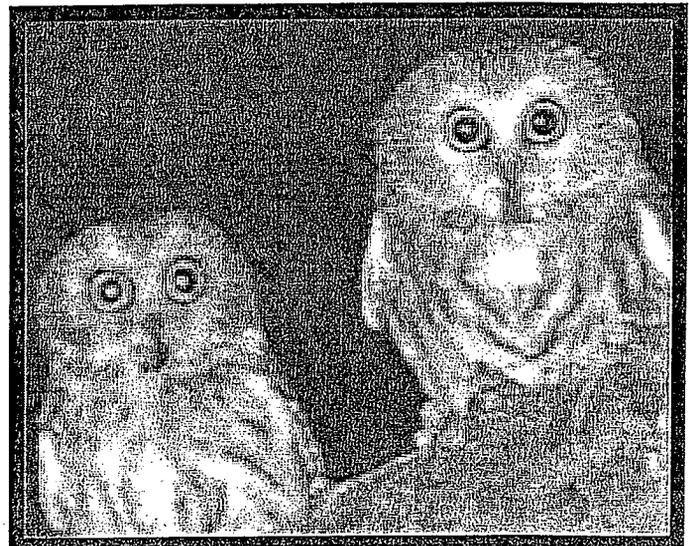
**STAFFING**

The Commission needs to assure an adequately supported, informed, efficient and available organization to carry out its Mission.

Goal 1: Determine the required staffing levels to carry out the Commission's responsibilities and mandates.

**Strategies:**

- Identify all Commission mandates and related workload and seek staffing and resources needed to effectively meet them.



Northern Saw-whet Owl  
File photo

- Develop partnerships and communication bridges with constituencies to help gain support for adequate staffing.
- Work with the Legislature and the Attorney General's Office to evaluate the Commission's Deputy Attorney General's duties and salary.

#### POLICIES

Goal 2: Develop adequate Commission procedures, policies and materials.

##### Strategies:

- Develop annual work plans for Commission activities.
- Develop procedure to hire independent technical staff (peer reviewers).
- Develop an orientation program for new Commissioners.
- Develop a Commissioner's Procedures Manual.

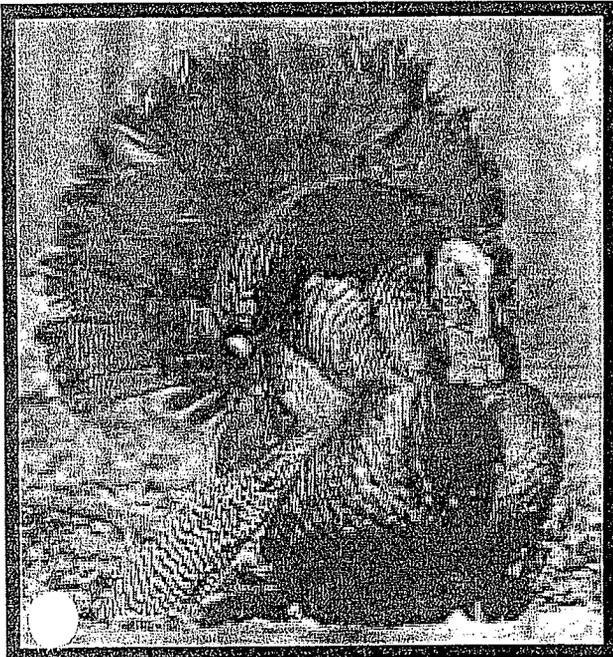
#### FUNDING

The Commission and the Department need adequate funding to meet their missions and statutory mandates.

Goal 3: Establish an independent budget for the Commission based on current resource requirements but also be supportive of adequate funding for Department programs.

##### Strategies:

- Work with the Administration, Legislature and constituents to provide for a separate Commission budget.
- Establish a level of funding sufficient to support the operations of the Commission, its staff, and programs.
- Begin a formal planning, budgeting and review process.
- Seek additional revenue through grants from private organizations, foundations and governmental agencies.
- Seek a broader funding base to include General Fund dollars.
- Determine appropriate compensation for Commissioners and introduce legislation to implement the findings.
- Work with the Department of Personnel Administration to evaluate Commission staff salaries.



Wild Turkey  
File photo



Mountain Lion  
File photo

**Goal 4: Develop procedures for the Commission's Budget Subcommittee to work closely with the Department in formulating its annual budget.**

**Strategies:**

- Develop a schedule of meetings to provide for early and maximum input from the Commission into the Department's budget.
- Establish procedures to review the budget to help assure adequate funding for both the Commission and the Department.

**COMMISSION STRUCTURE**

The Commission must establish an effective organizational structure.

**Goal 5: Determine whether the Commission's organizational structure is the most efficient and productive in carrying out its Mission.**

**Strategies:**

- Establish a subcommittee to review the appropriateness of the current Commission structure and make recommendations to the full Commission.
- Review the makeup of the Commission to assure adequate representation of the various interest groups.
- If necessary, develop a constitutional amendment to change the number of Commissioners, establish requirements for appointments, etc.

**Goal 6: Determine if the Commission's organizational structure provides the adequate exercise of its authority over the Department of Fish and Game.**

***Strategic Challenge Number Four:***

**To Improve Commission Outreach.**

The Commission must assure adequate public participation and representation in its decision-making processes and operations. This is critical to building understanding and support with the public and to better understand its needs.

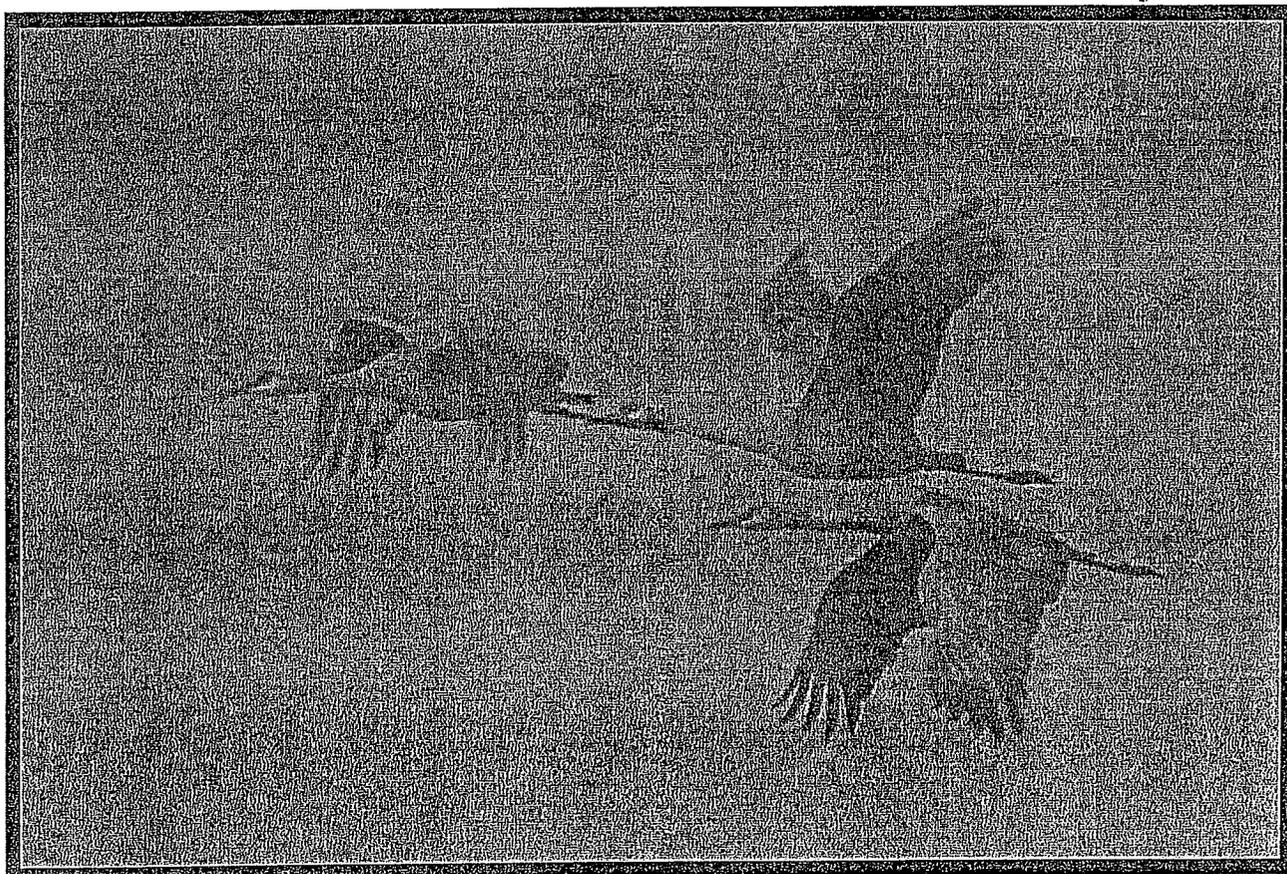
**Goal 1: Increase public participation and representation in Commission decision-making processes and operations.**

**Strategies:**

- Keep the public informed about and involved in Commission activities and processes by:
  - a) Using effective two-way communications systems, latest technology, and web-page, etc.;
  - b) Holding local and regional meetings;
  - c) Developing key issue forums to obtain input and recommendations on key resource issues;
  - d) Determining how to obtain additional under-represented participation (Minorities, Women, Special Interest Groups, Consumptive and non-consumptive users of wildlife, etc.) in Commission activities and on the Commission; and
  - e) Establishing a public affairs position to the Commission that will establish media contacts and all media activities of the Commission.
- Foster accountable partnerships with the public, business, tribes, interest groups and other resource management organizations on common issues.
- Proactively develop education programs and materials to inform and educate the public about resource and Commission issues and activities.
- Work proactively to develop support for the resource management goals and objectives of the Commission and the Department.

# *Strategic Plan: A Living Process*

This strategic plan, and its agenda, is a beginning. It constitutes a first step taken by the Commission and its public partners toward ensuring the future of California's fish and wildlife resources. The implementation of this strategic plan does not signal its finality. It only signals movement toward its identified challenges, goals and implementation strategies. The strategic plan is an ever-evolving document that will be revisited at least annually to determine if it still serves the resources and the Commission in the ways intended.



Greater Sandhill Cranes (state-listed "threatened")  
Photo by Bob Corey

# **Appendix:**

## **Fish & Game Commission**

### **Focus Group Attendees**

April 29, 1998, Redding

Ms. Mary Belkin, concerned citizen  
Ms. Virginia Bostwick, Klamath River Basin Task Force  
Mr. Delbert Craig, Modoc Fish & Game Recreation Commission  
Mr. Judd Hanna, Mill Creek Conservancy  
Mr. William Hoy, Siskiyou County Board of Supervisors and North Coast  
Regional Water Quality Control Board  
Ms. Lois Kliebe, Northern Sportsmen Association  
Mr. John Reginato, concerned citizen  
Mr. James Smith, Humboldt Fisherman's Marketing Association, Inc., and  
Humboldt Bay-Harbor Recreation Commission

May 29, 1998, Sacramento

Mr. Allen Barnes, California Native Plant Society  
Mr. Dave Bischel, California Forestry Association  
Mr. Charles Bucaria, Federation of Flyfishers Northern California Council  
Mr. Emmett Burroughs, California Mule Deer Foundation  
Mr. Merlin Fagan, California Farm Bureau  
Mr. Bob Fox, George Steffes Inc.  
Mr. Bill Gaines, California Waterfowl Association  
Mr. Bill Geyer, Geyer Associates  
Mr. George Gough, California Cattlemen's Association  
Mr. Bob Herkert, California Rice Industry Association  
Mr. Tom Martens, Mountain Lion Foundation  
Mr. Jack Parriott, Sacramento District Supervisor - U.S. Department  
of Agriculture and Wildlife Services  
Mr. Gerald Upholdt, California Rifle & Pistol Association  
Mr. Bill Yeates, California Legislative Advocates for Wildlife

June 25, 1998, Fresno

Mr. John Buada, Sand & Aggregate Producers Association  
Mr. Ed Channing, Yosemite Deer Herd Advisory Council  
Mr. Hank Doddridge, concerned citizen

## June 25, 1998, Fresno continued

Mr. Doug Federighi, Grasslands Water District  
 Mr. Bruce Farris, Fresno Bee  
 Ms. Cathy Garner, Fresno Wildlife Rescue & Rehabilitation  
 Mr. Steve Geddes, ARCO Western Energy  
 Ms. Coke Hallowell, San Joaquin River Parkway & Conservation Trust  
 Mr. Harry Huey, concerned citizen  
 Mr. Dennis Keller, Kaweah Delta Water District  
 Mr. Ted James, Director, Kern County Planning Department  
 Mr. Ken Jensen, Merced Fly Fishing Club  
 Mr. Justin Malan, Executive Director, California Aquaculture Association  
 Mr. Brett Matzke, Sierra Nevada Manager, CalTrout Inc.  
 Mr. Ted Ruffner, California Mule Deer  
 Mr. Gary Sawyers, Friant Water Users  
 Mr. Hank Urbach, Fly Fishers for Conservation

## July 10, 1998, Monterey

Mr. Alan Baldrige, Elkhorn Slough Foundation  
 Mr. Jim Curland, Science Director - Friends of the Sea Otter  
 Ms. Virginia Handley, The Fund for Animals  
 Mr. Burr Heneman, concerned citizen  
 Mr. Marc Holmes, Save San Francisco Bay Association  
 Mr. Dave Hope, Senior Resource Planner - Santa Cruz County  
 Mr. Eric Mills, Coordinator - Action for Animals  
 Mr. Steve Rebeck, concerned citizen  
 Mr. Roger Thomas, President - Golden Gate Fishermen's Association  
 Mr. Sal Tringali, Monterey Fish Company  
 Mr. George Work, Work Ranch

## July 16, 1998, Riverside

Mr. Steve Benavides, concerned citizen  
 Mr. Jim Brown, City of San Diego  
 Mr. Jim Conrad, Wild Turkey Federation  
 Mr. Jim Edmondson, CalTrout  
 Mr. John Guth, Commercial Lobster & Trap Association  
 Mr. Jack Hagan, California Hawking Club  
 Mr. Dick Haldeman, Quail Unlimited  
 Mr. Tom Raftican, United Anglers of Southern California  
 Mr. Fred Trueblood, Mule Deer Foundation



Raccoon  
 File photo

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FAX (916) 319-2106

DISTRICT OFFICE  
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SAN RAFAEL, CA 94903  
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FAX (415) 479-2123

<http://democrats.assembly.ca.gov/members/a06>

# Assembly California Legislature



**JARED HUFFMAN**  
ASSEMBLYMEMBER, SIXTH DISTRICT

COMMITTEES  
CHAIR, WATER, PARKS AND  
WILDLIFE  
BUDGET  
NATURAL RESOURCES  
UTILITIES AND COMMERCE

BUDGET SUBCOMMITTEE NO.3  
ON RESOURCES

June 28, 2011

John Laird, Natural Resources Agency Secretary  
Executive Committee, Fish and Wildlife Strategic Vision  
Resources Building  
1416 Ninth Street  
Sacramento, CA 95814

RE: First Meeting of Fish and Wildlife Strategic Vision (AB 2376) Executive  
Committee

Dear Secretary Laird and Executive Committee Members:

I am pleased the Executive Committee to implement AB 2376 is holding its first meeting today. I regret I am unable to be with you personally, but am simultaneously chairing a hearing of the Assembly Water, Parks & Wildlife Committee, while serving on the Judiciary Committee and presenting several bills in the Senate, so I appreciate you allowing staff to read this letter into the record. I also want to thank the Governor and Secretary Laird for moving forward on implementing AB 2376 and to each of you for serving on the committee.

The Department of Fish and Game, as the chief public trustee for California's Fish and Wildlife, along with the Fish and Game Commission, share what I believe is one of the most important missions in state government. The mission of the Department is to manage California's diverse fish, wildlife, and plant resources, and the habitats upon which they depend, for their ecological values and for their use and enjoyment by the public. AB 2376 was introduced with the intent of enhancing and strengthening the ability of the Department and Commission to fulfill that mission, and not in any way to diminish it. AB 2376 was the product of several years of discussions regarding the challenges faced by the Department in managing and protecting California's wildlife in a state with an ever-growing population and competing and often conflicting demands on its natural resources. California is also a state of incredible natural beauty and wildlife resources, much of which is threatened and at risk of being lost. Examples include our iconic salmon runs and native trout, in addition to many land based species.

Due to DFG's role as public trustee of our fish and wildlife resources, having a robust department is essential to accomplishing many of our most important goals in California, including restoration of the Delta ecosystem, siting of renewable energy projects, and



preparing for climate change adaptation. We also need to be engaged in proactive and effective habitat conservation efforts statewide so that we can prevent species from getting to the point where they need to be considered for listing on the endangered species list, a process which currently takes up an inordinate amount of the Department's and the Commission's time.

In February of 2010 the Assembly Water, Parks & Wildlife Committee which I chair held a day long oversight hearing that brought together experts in the areas of fish and game management, environmental law, and habitat conservation, as well as landowners, renewable energy developers, recreational users, and others to discuss what can be done to strengthen the state's ability to more effectively manage fish and wildlife resources for the benefit of the resources themselves and for the people of the state. While we didn't necessarily reach a consensus on the solutions, there were a number of common themes that emerged from the hearing, and were consistent with other themes we have heard in previous stakeholder discussions. A few of those common themes are:

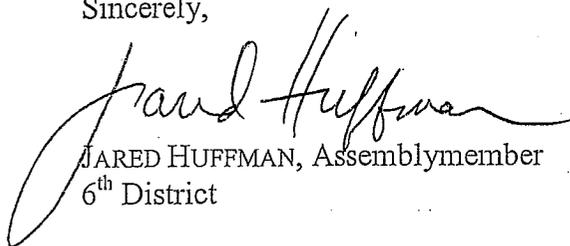
- A recognized need by all for comprehensive strategic reform;
- The need for increased investment and new dedicated funding sources to reduce dependence on the state's General Fund and on traditional users;
- The need for greater clarity between the roles of the department and commission;
- The need for enhanced scientific capacity and partnerships;
- The need for greater land conservation incentives;
- The need for database system modernization and transparency.

Many of these issues have been longstanding and cumulative over time, as DFG's responsibilities have increased, and the challenges and stresses on California's wildlife have grown exponentially. Other states are also grappling with these issues, and the hope was that we might learn from their experiences, while recognizing that California, with its diversity of wildlife, habitats and people, is in many ways unique.

Over the years numerous reports have been issued identifying the need for reform of DFG. The intent of this bill was not to just produce another report to add to those already on the shelf, but to develop a strategic plan with specific recommendations that can actually be implemented, so that California may once again be recognized as the most forward thinking and progressive wildlife conservation state in the nation.

Thank you again for your important role in these efforts. If there is any way that I or my staff can be of assistance to you as you undertake this very worthwhile and challenging project please let us know.

Sincerely,



JARED HUFFMAN, Assemblymember  
6<sup>th</sup> District

July 5, 2011

Mac Taylor, Legislative Analyst  
925 L Street, Ste. # 1000  
Sacramento, CA 95814

RE: Research Project Request; Fish and Wildlife Management and Governance

Dear Mr. Taylor:

I am writing to request the Legislative Analyst's Office's assistance with a research project that will help inform the implementation of AB 2376 (Huffman), Chapter 424, Statutes of 2010. That measure called on the Secretary of the Natural Resources Agency to appoint an executive committee and blue ribbon citizens' panel to develop a strategic vision for reform of the Department of Fish and Game and the Fish and Game Commission. The legislation establishes an ambitious time frame for this project to be completed. The first meeting of the executive committee formed by the Secretary was held on June 28<sup>th</sup> and the blue ribbon panel was appointed at that meeting. The Agency is now in the process of reviewing applications for appointments to a stakeholder advisory committee that will also provide input into development of the vision. The project that we would like to request the LAO's assistance on involves research and analysis of other states' governance structures, funding and processes for fish and wildlife management.

What are the different models?

The first overarching research question involves identifying the different models that exist. California has both a Department of Fish and Game and a Fish and Game Commission. Other models may include:

- Department only; Commission only; Department and Commission. Who does the entity report to – directly to the Governor; through an agency secretary to the Governor; independent from the executive branch? Who appoints the director of the department? Who appoints the commission members? What are the qualifications and terms of the commission members?
- Where is law enforcement housed? With the department? With a state law enforcement agency? What is the ratio of wardens to state population and to acreage of wild lands in the state?
- What is the scope of responsibilities (statutory mandates) that the entity is responsible for? In California the Department of Fish and Game and the Fish and Game Commission have broad responsibilities that include:
  - Fish and Game licensing and enforcement
  - Habitat conservation planning
  - Endangered species listings and recovery plans
  - Land management – wildlife refuges, conservation easements and mitigation lands
  - Permitting of activities that impact fish and wildlife (examples: CESA incidental take permits for development projects, streambed alteration permits, timber harvest plans, suction dredge mining permits)
  - California Environmental Quality Act (CEQA) review
  - Marine conservation and protection, including commercial fishing regulation
  - Operation of state hatcheries and regulation of private aquaculture operations
  - Water resource needs of wildlife – instream flows and biological criteria.
  - Mapping – vegetative mapping, wildlife corridors, climate change adaptation

- o Misc. (exs: invasive species management, exotic and nuisance wildlife, etc.)
- Do other states have laws similar to CEQA and CESA, or do they rely on NEPA and FESA?

Select several states for comparison and further analysis:

- Determine how many states have which model.
- Select several states for further analysis. For example, you may wish to select a state with a governance model similar to California's (one suggestion was Arizona); one with similar environmental challenges and population pressures as California and with a coastal zone (Florida, for example); one with a department only; one with a commission only.

Once several states are selected for comparison, possible questions to study include:

- Do those entities have a planning process to determine long-term objectives and set annual program priorities? What are the themes in those plans? Have they been implemented, successfully or unsuccessfully? *How do they measure performance?*
- What have recent studies or reports indicated about the performance of those entities? (For instance, in California there have been several past reports on DFG/FGC by the Little Hoover Commission, LAO, and Legislature. Are similar reports and studies available for the other states' programs?)
- How are fish and wildlife entities in the other states funded? How many fund sources do they have? Were those fund sources enacted through legislation or initiative?
- Are the Legislatures in the other states full or part-time? What are the vote requirements on budgets, new tax revenues, fees, and expenditure of general tax revenues?
- Are the funding sources for these entities restricted (i.e. dedicated accounts)?
- What is the management/organizational structure of those entities? (For example, CA DFG has a line and staff model (see 1991 LAO study), and is divided into 7 separately managed regions.)
- What have been the recent trends in the selected states? Has there been an increase or decrease in hunting and fishing license sales and activities? What have been the trends in general fish and wildlife policies? How have those trends affected the entities' delivery of services (program reductions/increases; need to supplement with other funds)?
- Are the entities land managers? If so, how many acres do they manage, and for what specific purposes (wildlife refuges, mitigation banks)?
- What do the selected states identify as the greatest wildlife challenges they are facing? Have the selected states received a state wildlife grant from the USFWS to prepare a wildlife action plan? Has the plan been implemented? (If so, these plans identify state priorities for wildlife conservation and may be a source of useful information for this study.)

Given the short time frame for implementation of AB 2376, it would be most helpful if the first step of identifying the different models that exist and selection of the specific states for further analysis could be completed by the end of July, with the more detailed analysis completed by the end of August, with follow-up as needed this Fall. Thank you very much for your consideration of this request. If the LAO can conduct this research and analysis it will be very useful in helping to inform the committee in its development of the strategic vision. If you have any questions, please contact my committee staff, Diane Colborn, at (916)319-2762. You may also contact Carol Baker at the State Natural Resources Agency at (916) 651-7586 who is staffing this project for the Agency.

Sincerely,

JARED HUFFMAN, Chair

cc: Mark Newton, Director, Resources and Environmental Protection  
 Anton Favorini-Csorba, Analyst, Resources and Environmental Protection  
 Carol Baker, State Natural Resources Agency

## Assembly Bill No. 2376

### CHAPTER 424

An act to add Section 12805.3 to the Government Code, relating to fish and wildlife.

[Approved by Governor September 28, 2010. Filed with  
Secretary of State September 28, 2010.]

#### LEGISLATIVE COUNSEL'S DIGEST

AB 2376, Huffman. Fish and wildlife: strategic vision.

The California Constitution establishes the Fish and Game Commission and provides for the delegation to the commission of powers relating to the protection and propagation of fish and game. Existing statutory law delegates to the commission the power to regulate the taking or possession of birds, mammals, fish, amphibians, and reptiles in accordance with prescribed laws. Existing law establishes the Department of Fish and Game in the Natural Resources Agency, and generally charges the department with the administration and enforcement of the Fish and Game Code.

This bill would require the Secretary of the Natural Resources Agency to convene a committee, with membership as prescribed, to develop and submit to the Governor and Legislature, before July 1, 2012, a strategic vision for the department and the commission that addresses specified matters relating to state fish and wildlife resource management.

*The people of the State of California do enact as follows:*

SECTION 1. Section 12805.3 is added to the Government Code, to read:

12805.3. (a) The Secretary of the Natural Resources Agency shall convene a committee to develop and submit to the Governor and the Legislature, before July 1, 2012, a strategic vision for the Department of Fish and Game and the Fish and Game Commission.

(b) The committee members shall include all of the following:

- (1) The Secretary of the Natural Resources Agency.
  - (2) The Director of Fish and Game.
  - (3) The president of the Fish and Game Commission.
  - (4) The chair of the State Energy Resources Conservation and Development Commission.
  - (5) A representative of the University of California.
  - (6) Representatives of the United States Fish and Wildlife Service and the National Marine Fisheries Service, if they choose to participate.
- (c) The strategic vision shall address all of the following matters:

(1) Improving and enhancing capacity of the department and the commission to fulfill their public trust responsibilities to protect and manage the state's fish and wildlife for their ecological values and for the use and benefit of the people of the state.

(2) Comprehensive biodiversity management, including conservation planning and monitoring.

(3) Sustainable ecosystem functions, including terrestrial, freshwater, and marine habitat.

(4) Opportunities for sustainable recreational and commercial harvest of fish and wildlife.

(5) Permitting, regulatory, and enforcement functions.

(6) Science capacity and academic relationships, including strategies to protect and enhance the independence and integrity of the science that forms the basis for department and commission policies and decisions.

(7) Education, communication, and relations with the public, landowners, nonprofit entities, and land management agencies.

(8) Reforms necessary to take on the challenges of the 21st century, including, but not necessarily limited to:

(A) Climate change and adaptation.

(B) Meeting California's future renewable energy needs while protecting sensitive habitat.

(C) The restoration of the state's native fish species.

(D) Implementing and updating the state's Wildlife Action Plan.

(9) The development and deployment of technology to meet the department's mission, including data modeling, collection, and online reporting.

(10) Budget and fiscal development, accounting, and management.

(11) Coordination among state agencies.

(12) Recommendations for institutional or governance changes, including clarification of the roles of the commission and the department.

(13) Strategies for identifying stable funding options to fulfill the mission of the department while reducing dependency on the General Fund.

(14) Other recommendations deemed desirable by the committee.

(d) The committee shall seek input from elected officials, governmental agencies, and interested parties, and shall review existing reports and studies on the functioning of the department and other state models for fish and wildlife governance.

(e) For the purposes of carrying out this section, the committee may also seek input from other policy and resource leaders.

(f) (1) The committee, its members, and state agencies represented on the committee may contract for consultants to assist in the preparation of the strategic vision.

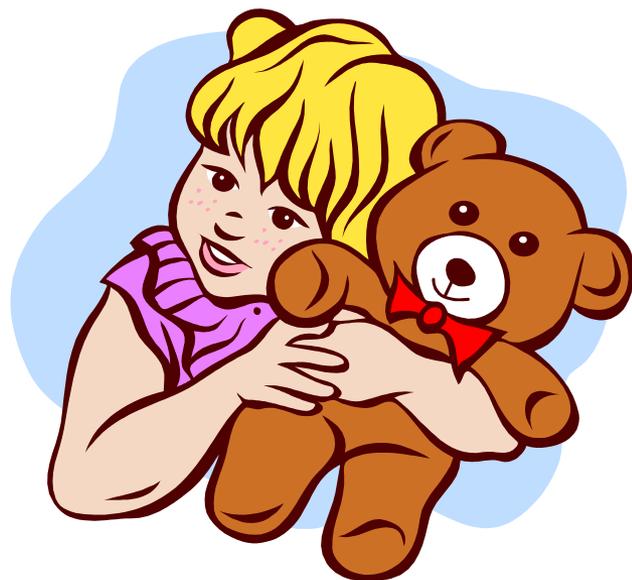
(2) Contracts entered into pursuant to paragraph (1) shall terminate no later than December 31, 2011.

(3) Contracts entered into pursuant to paragraph (1) shall be exempt from Part 2 (commencing with Section 10100) of Division 2 of the Public Contract Code.

(g) The Governor or the committee shall appoint a “blue ribbon” citizen commission or task force, a stakeholder advisory group, and any other group that the Governor or the committee deems necessary or desirable to assist in carrying out this section. A stakeholder advisory group appointed pursuant to this section shall be broadly constructed to represent a diverse range of interests affected by state policies that govern fish and wildlife, including, but not necessarily limited to, persons representing fishing and hunting interests, nonprofit conservation organizations, nonconsumptive recreational users, landowners, scientific and educational interests, and other interests or entities dedicated to habitat conservation and protection of public trust resources. The committee convened pursuant to subdivision (a), in developing the strategic vision, shall take into account the recommendations of any group appointed pursuant to this subdivision.

(h) (1) The requirement for submitting the strategic vision imposed under subdivision (a) is inoperative on January 1, 2015, pursuant to Section 10231.5 of the Government Code, or on the date that the strategic vision is submitted, whichever date is later.

(2) The strategic vision shall be submitted in compliance with Section 9795 of the Government Code.



# ME AND MY CDFG

Jay Norvell, Chief Environmental Planner  
California Department of Transportation

# OUR INTERACTIONS

- ⊙ Regulator / Regulated
  - ⊙ Permits and Agreements
- ⊙ Required Coordination
  - ⊙ CEQA
  - ⊙ Other...
- ⊙ Partnerships and Collaboration
  - ⊙ NEW: Advance Mitigation



# REGULATOR / REGULATED



- ⊙ Compliance
  - ⊙ Streambed Alteration (Fish and Game Code 1600 et seq. )
  - ⊙ Ca. Endangered Species Act and “Fully Protected Animals”
- ⊙ Issues:
  - ⊙ **Overlapping responsibilities with other agencies**
  - ⊙ **Reactive, project by project**
  - ⊙ **Lack of actionable planning\***
  - ⊙ Lack of permitting ability for “Fully Protected”

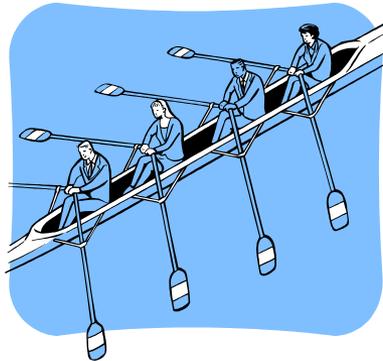
# REQUIRED COORDINATION

- ◎ CDFG as a CEQA Responsible Agency
- ◎ SB 857 Fish Passage
- ◎ Issues
  - ◎ Level of CEQA document
  - ◎ Resources to respond



# PARTNERSHIPS

- ① Staffing / Service Agreement
- ① Issue / Area Collaboration
- ① Regional Advance Mitigation Program (RAMP)
- ① Statewide Advance Mitigation Initiative (SAMI)



# STAFFING / SERVICE AGREEMENT

- ③ Caltrans / CDFG Agreement
- ③ Caltrans funds seven positions. CDFG expedites reviews.
- ③ Next: Programmatic fee payments?



# ISSUE / AREA PARTNERSHIPS



- ◎ California Essential Habitat Connectivity Project
  - ◎ CDFG and Caltrans lead with FHWA funding. 60 Agencies involved.
  - ◎ Pending FHWA National Environmental Award
- ◎ Fish Passage Forum – North Coast
- ◎ Level 1 / Level 2 Pilot in NW California – North Coast

# REGIONAL ADVANCE MITIGATION PROGRAM (RAMP)



- ◎ Grew out of 2006 Meeting
  - ◎ Current project-by-project approach is broken
  - ◎ Bond Program - Caltrans and CDFG mitigation needs overlap
- ◎ Uses existing authorities and funding
- ◎ Pilot is for the Sacramento Valley, although being pushed statewide
- ◎ MOU signed by CDFG, Caltrans, DWR, USFWS, and NMFS.
- ◎ TNC was promoting legislation to have Resources Agency manage a fund

# STATEWIDE ADVANCE MITIGATION INITIATIVE (SAMI)



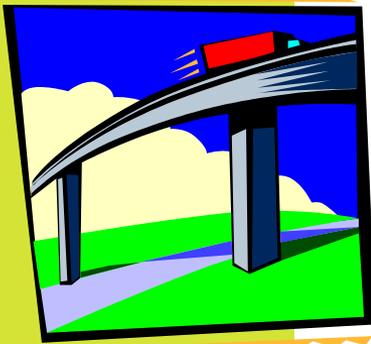
- ⊙ For habitat and wetlands mitigation (and possibly other...)
- ⊙ Modeled on North Carolina approach
  - ⊙ No change in legal requirements to avoid and minimize
  - ⊙ Front-load funding for off-site mitigation
  - ⊙ Establish planning , implementation, and validation unit in State Government. Delegates planning and mitigation to that entity.
  - ⊙ “Stock Market” for mitigation needs
- ⊙ Programmatic mitigation is in place prior to need

# STATEWIDE ADVANCE MITIGATION INITIATIVE (SAMI)

- ◎ MOU in place – CDFG, USFWS, ACOE, EPA, NMFS.
  - ◎ HSRA, DWR, and Transportation Planning Agencies interested
- ◎ UC did modeling for Caltrans on future mitigation needs.
- ◎ Working with FHWA on programming and accounting issues for federal funds
- ◎ Discussions with CDFG on implementation
  - ◎ Hope to have contingency budget documents in place with CDFG (BCP/FL)



# STATEWIDE ADVANCE MITIGATION INITIATIVE (SAMI)

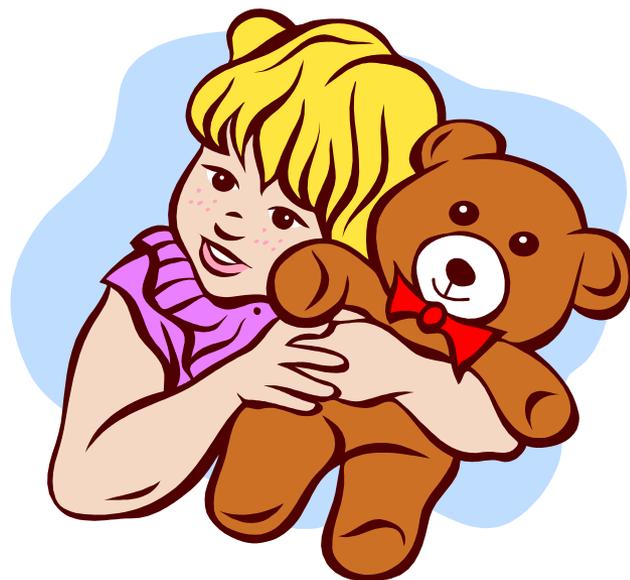


- ◎ Changes how we do business
- ◎ Win-win for the environment AND project delivery
  - ◎ Mitigation in advance. Aligned with conservation needs.
- ◎ Aligns regulatory agency approaches and planning
- ◎ Focuses on watershed / bioregion / landscape approaches rather than project by project
- ◎ *This is how California should lead!*

# NEEDS

- ⊙ Coordination and collaboration between regulatory agencies to reduce cross-regulation
  - ⊙ Agreements? Delegations?
- ⊙ Staffing and funding flexibility to be innovative
- ⊙ State leadership
  - ⊙ Actionable planning
  - ⊙ Advance Mitigation
- ⊙ Future funding?





# ME AND MY CDFG

Jay Norvell, Chief Environmental Planner  
California Department of Transportation

July 21, 2011

# Department of Fish and Game: Budget and Policy Overview

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LEGISLATIVE ANALYST'S OFFICE

Presented to:  
Fish and Wildlife Strategic Vision,  
Blue Ribbon Citizen Commission





## Overview of LAO Presentation

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- Overview of Programs and Activities.
- Funding Overview.
- Issues for Consideration.
- LAO Funding Recommendations.



## Program Overview

- Mission Statement.** The mission of the Department of Fish and Game (DFG) is to manage California’s diverse fish, wildlife, and plant resources, and the habitats upon which they depend, for their ecological values and for their use and enjoyment by the public.
  
- Major Programs.** The department’s major programs are summarized in the figure below.

<b>Department of Fish and Game: Major Programs</b>	
<b>Program</b>	<b>Main Activities</b>
Biodiversity Conservation	Conservation, protection and management of fish, wildlife, native plants, and habitat to maintain biologically sustainable populations of species.
Hunting, Fishing, and Public Use	Administration of recreation and commercial fishing regulations (such as bag limits, gear restrictions), monitoring impacts of regulations, and maintaining public uses by conserving and managing game species.
Management of Department Public Lands	Management of hatcheries, wildlife areas, ecological reserves, fish and wildlife laboratories, and public access areas.
Enforcement	Law enforcement (including game wardens), public safety, and hunter education. Focus is on protection of habitat, fish, and wildlife, but wardens also serve as general law enforcement officers.
Communications, Education, and Outreach	Education programs in classroom and community settings of resource conservation.
Spill Prevention and Response	Prevents, minimizes, and responds to oil and other materials spills in marine waters and inland habitats.
Fish and Game Commission	Reviews and sets fish and wildlife management policies, rules, and regulations.



## Program Overview

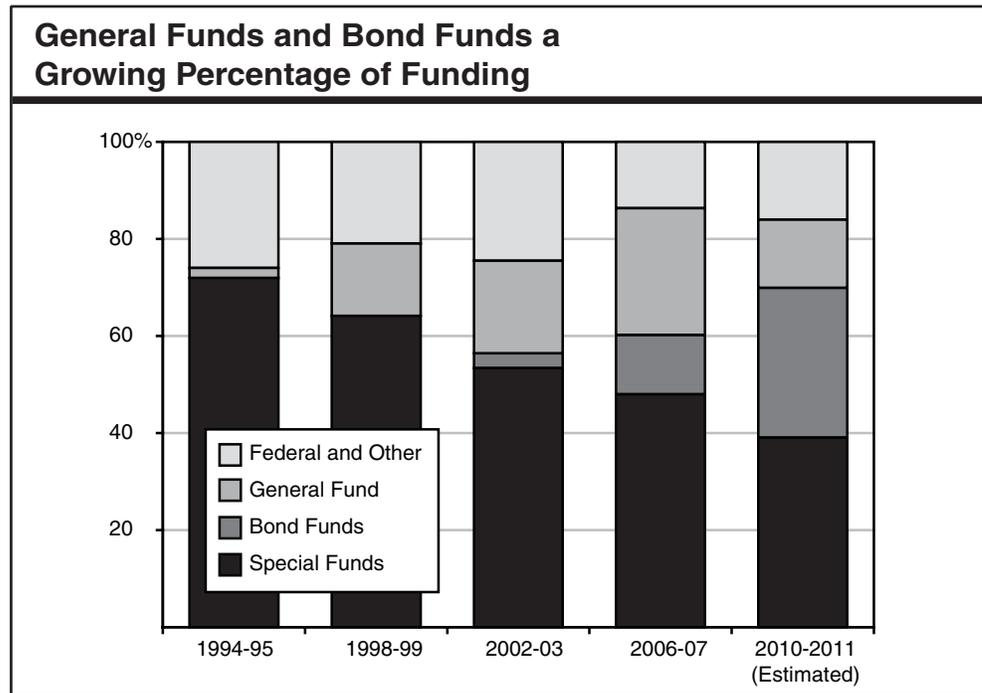
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- ☑
**Activities With a Regulatory Component.** As shown in the figure, many of the department’s activities focus on its role as a trustee agency to preserve and protect wildlife and habitat in the state. This often involves enforcing regulatory compliance, such as with the California Environmental Quality Act (CEQA), the California Endangered Species Act (CESA), invasive species regulations, the timber harvest plan process, and the Natural Community Conservation Plan (NCCP) habitat conservation planning process.

<b>Selected Activities With a Regulatory Component</b>	
<b>Activity</b>	<b>Description</b>
California Environmental Quality Act (CEQA) compliance	Serves as both a trustee agency and lead agency under CEQA, for projects impacting its jurisdiction over conservation, protection, and management of wildlife, native plants, and habitat.
Federal Energy Regulatory Commission (FERC) licensing	Reviews applications of hydropower generation for licensing by FERC.
Invasive species	Responds and proactively works to reduce invasive species.
Lake and streambed alteration	Determines if proposed activity involving lake or streambed alteration will substantially adversely affect fish and wildlife resources, requiring an agreement to be prepared to comply with CEQA.
Marine fisheries management	Administers marine programs within coastal waters including fisheries and habitat management, environmental review, and water quality monitoring statewide.
Natural Community Conservation Plan process	Works with public and private entities to identify and provide for regional protection of habitat, while allowing compatible uses and economic activity, as a means of complying with the California Endangered Species Act.
Timber harvest plan review	Reviews plans to harvest trees on private or state owned forest land and issues related permits.



## Funding Overview



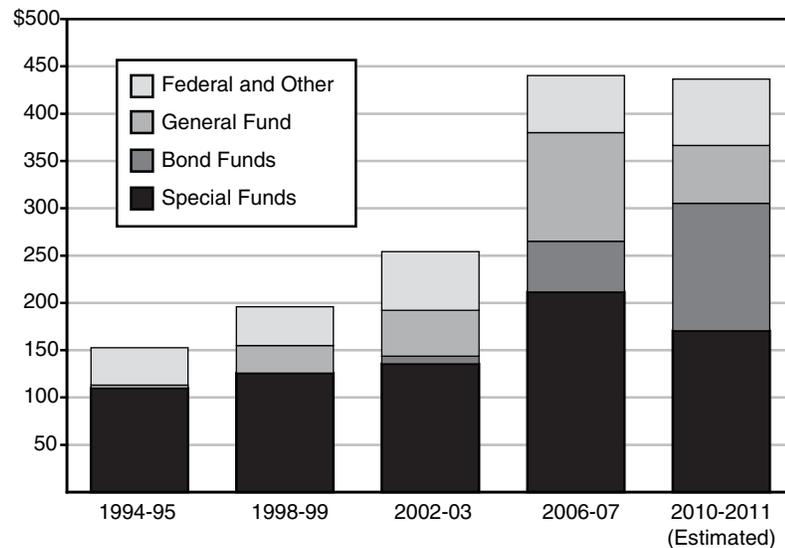
**General Funds and Bond Funds Increasing as Percentage of Budget.** Over the past 15 years, General Fund support as a percentage of the overall departmental budget has increased, from less than 5 percent to as high as 26 percent. (It is currently at 14 percent.) At the same time, bond funds have also increased proportionally, while special funds (including permit fee-based and other regulatory funds) have declined in their relative support of the total budget.

## Funding Overview

(Continued)

### Total Budget Generally Increasing, But Rather Variable by Year

(In Millions)

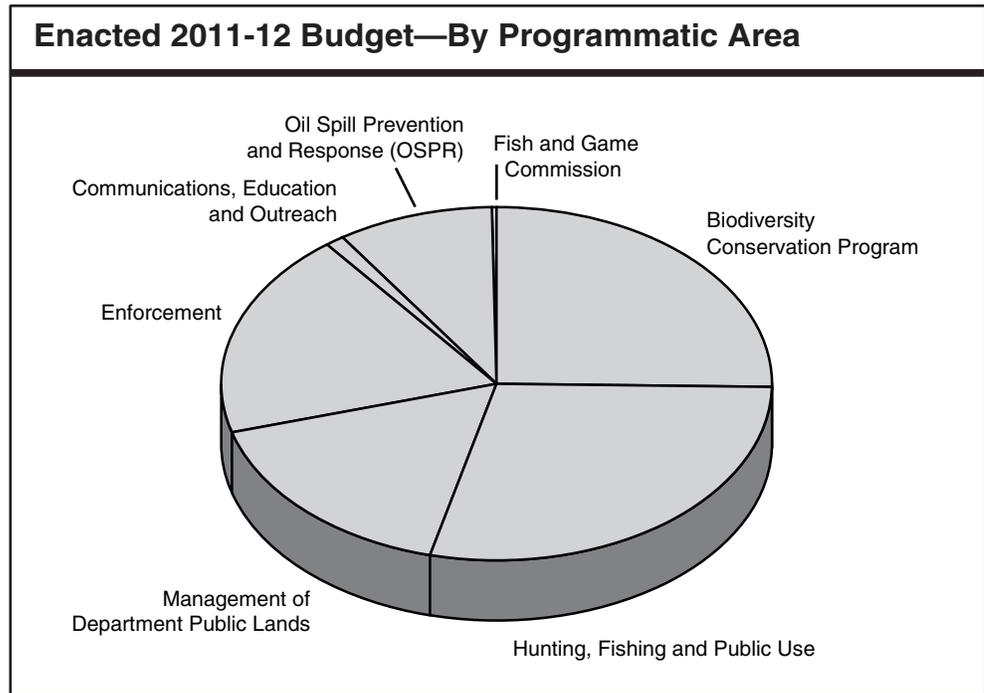


✓ **Overall Budget Generally Increasing...** Over the last 15 years, the total budget of the department has generally been increasing. In 2006-07, there was a significant limited-term uptick in bond funding (for ecosystem restoration activities under the former CALFED Bay-Delta Program) and in General Fund support (to address structural deficits that had developed in fee-based special funds). The total level of department support from both the General Fund and special funds (there have been some recent fee increases) has generally also been increasing over time.

✓ **... But Bond Spending Is Highly Variable.** Bond spending on a year-by-year basis is extremely variable, as available funds from previously authorized bond measures are drawn down over multiple years. The most recent bond measure allocating funds to DFG is Proposition 84 from 2006. Most of these (and prior) bond funds have already been appropriated to DFG. The enacted 2011-12 budget includes only about \$9 million in new bond funding to DFG.

## Funding Overview

*(Continued)*



- The recently enacted 2011-12 budget authorizes department expenditures totaling \$386 million (not including about \$2 million for capital outlay) from various fund sources. Most of this funding is for species management, permitting, and regulatory compliance. About 19 percent of the department’s budget is to support enforcement efforts mainly of the game wardens.
- About \$45 million, or 12 percent, of the proposed total budget is for administration, distributed throughout the programs.



## Other States' Funding Mechanisms

### Other States' Funding Mechanisms for Fish and Wildlife Programs

Mechanism	Revenue Generated Annually	States
General sales tax	Tens of millions of dollars	Missouri, Arkansas
Dedication of sales taxes on outdoor gear	Tens of millions of dollars	Texas, Virginia
Real estate transfer tax	Tens of millions of dollars	Florida, South Carolina
Dedicated lottery funds	Less than \$10 million	Arizona, Colorado

- Other States' Funding Mechanisms Tend to Focus on Taxes.** A recent review by various wildlife-related nonprofit organizations looked at state funding mechanisms for fish and wildlife programs across the nation. In most cases, taxes (in the form of general sales tax or dedicated sales tax) raised the most funding. However, as with any tax, these funds are potentially subject to diversion to other legislative priorities. These funding mechanisms may give the Legislature some ideas should it wish to change the way the department is funded.
- LAO Requested to Examine Models in Other States.** As part of the Strategic Vision effort, Assembly Member Huffman has asked the LAO to broadly describe and categorize the organization, scope of responsibilities, funding, and performance of fish and wildlife agencies in other states. Several other states facing similar fish and wildlife management challenges to California, but with varying institutional responses, will be examined in greater depth as case studies.



## Issues for Consideration

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### Multitude of Mandates and Responsibilities, With No Clear Priorities

- **The Issue:** Over the years, the department's statutory responsibilities have increased significantly. The department's current mission requires managing the state's fish, wildlife, and plant resources toward two ends: maintaining their ecological values and their use by the public. In many cases, both objectives can be met through the same programs. In other cases, some activities to promote one objective can undermine activities to promote another.
- **Questions:** The LAO and the Bureau of State Audits have raised concerns that the department does not have a clear set of priorities to guide its allocation of fiscal resources among its multiple objectives. How does the department choose between objectives when they conflict? What should the primary mission of the department be? Given funding constraints, how does the department decide to allocate resources among priorities?



### Disconnect Between Funding Structure and Funding Priorities

- **The Issue:** Most of the department's special and bond funds are restricted in their use to an often narrowly prescribed specific activity. In the past, the department has inappropriately shifted fee-based funds between accounts in an attempt to meet departmental priorities. Fiscal management has improved significantly in recent years, and the establishment of a Big Game Management Account (a consolidation of several small accounts) in the 2011-12 budget is a positive development. However, the underlying problem remains—the current funding structure does not necessarily match current state funding priorities.
- **Questions:** How well does the current funding mix match up to statutory priorities and responsibilities established for the department? To what degree do the department's funding sources drive expenditure priorities? Can other state funding mechanisms be used in California?



## Issues for Consideration

(Continued)



### Adequacy of Land Management Staffing and Funding

- **The Issue:** The Wildlife Conservation Board (WCB) was established to administer a capital outlay program for wildlife conservation and related public access (including habitat conservation, open space, and watershed protection). The WCB acts as the property acquisition arm of DFG, and acquired properties are managed by DFG. The DFG also manages some lands pursuant to agreements with other public and private entities and can be the “manager of last resort” when private or non-profit mitigation land management organizations fail.
- **Questions:** Does DFG have adequate staff to manage the recent and proposed future acquisitions? How can the department’s financial exposure as manager of last resort for CEQA mitigation lands be minimized while ensuring the continued management of these lands?



### Multiple Processes Affect DFG’s Activities in the Bay-Delta Ecosystem

- **The Issue:** The department is currently participating in the development of the Bay-Delta Conservation Plan (BDCP), which is intended to both protect the ecosystem and give water exporters authority (under CESA) to continue their exports from the Delta. In addition, the newly-created Delta Stewardship Council is developing a Delta Plan that could potentially alter the scope of DFG’s activities in the Delta.
- **Questions:** The BDCP is a voluntary process. If the various parties to the BDCP cannot come to agreement on a final plan, what will the department do to protect endangered species of fish in the Delta? Also, the forthcoming Delta Plan may recommend or require additional consultative duties on the part of DFG, among other responsibilities. What are the department’s expectations about its future role in the Delta, and how is the department preparing for that role?



## Issues for Consideration

(Continued)



### Funding the Marine Life Protection Act (MLPA) Over Time

- **The Issue:** The MLPA of 1999 requires DFG to review and improve the existing network of marine protected areas which are designated by law or administrative action in order to protect marine life and habitat. Two of five regions have regulations in place. Planning and regulatory processes are underway for the remaining three regions. The 2011-12 budget allocates \$4.4 million General Fund to continue the program.
- **Questions:** We have raised concerns that the current program lacks a dedicated, stable, ongoing funding source. In particular, enforcement costs of the program down the road have been estimated at nearly ten times the current budget. What is the department's long-term plan for MLPA implementation?



### Planning and Evaluation of DFG's Activities

- **The Issue:** The department issued a strategic plan in 1995 and has issued updates periodically. The plan identifies goals and strategies to meet those goals, but the plan's impact on the activities of the department is unclear. In addition, prior LAO analyses have identified a lack of evaluation of the effectiveness of those strategies and of the department's activities generally. The department has historically had difficulty providing information to the Legislature on the workload it is accomplishing, making it difficult to determine the extent to which the department's many statutory responsibilities are being fulfilled and what resources it is using to do so.
- **Questions:** Funding constraints and the inherent difficulties in measuring environmental outcomes pose challenges to DFG in its planning and evaluative functions. Working within these constraints, what steps can the department take to improve its planning and evaluation of its activities? How does the department currently use its strategic plan?



## Issues for Consideration

(Continued)



### DFG's Renewable Energy Activity

- **The Issue:** In November 2008, the Governor created, by Executive Order, a division within DFG to work cooperatively with the California Energy Commission (CEC), federal permitting agencies, and energy project developers to streamline permitting and reduce impacts related to the siting of renewable energy facilities. This process, the Desert Renewable Energy Conservation Plan (DRECP), is an NCCP and is largely funded through a contract with CEC. Some of the components of DRECP that are intended to streamline the process include an advanced mitigation program and an in-lieu fee program. Under the advanced mitigation program, DFG plans to purchase mitigation lands in advance of receiving fees for the purchase of the land. The in-lieu fee program allows energy developers to pay the department to purchase and manage mitigation lands, theoretically avoiding the need for a third party to acquire mitigation lands.
- **Questions:** Utilization of the advanced mitigation program and the in-lieu fee has been limited to date. What obstacles exist to these programs, and should policy changes be made to address them? What is the long-term funding and policy approach for DRECP?



## LAO Funding Recommendations

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### Consolidate Fee-Based Funds to Provide More Funding Flexibility

(LAO's 2009-10 Budget Analysis Series: Resources and Environmental Protection)

- **Multiple Fee-Based Funding Sources Makes DFG's Funding Unnecessarily Complex and Inflexible.** As discussed in our 2009-10 budget analysis, we think that the many separate accounts in the Fish and Game Preservation Fund could be consolidated into a single account which would still be used to support fish and game activities, but with greater flexibility and lower administrative costs. This will allow the Legislature greater flexibility in setting funding priorities within DFG's programs, while still supporting the general program goals.

### Opportunities to Shift Funding From the General Fund to Fees

(LAO's 2009-10 Budget Analysis Series: Resources and Environmental Protection)

- **The CESA Review.** The department reviews projects that may impact endangered species under state law. We recommend the enactment of legislation to create a new regulatory fee to fully fund this program, creating General Fund savings.
- **The NCCP Review.** The Natural Communities Conservation Planning Act is an alternative regulatory program to the Endangered Species Act. Currently, this program is supported by the General Fund, as well as various bond, special, and federal funds. Current law allows a fee to be assessed by the department to recover its costs. We recommend that the Legislature eliminate the General Fund support for this program and direct the department to raise fees sufficient to cover its costs, as state law allows it to do—yielding General Fund savings.