

# 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 mycrosystin 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

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

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.

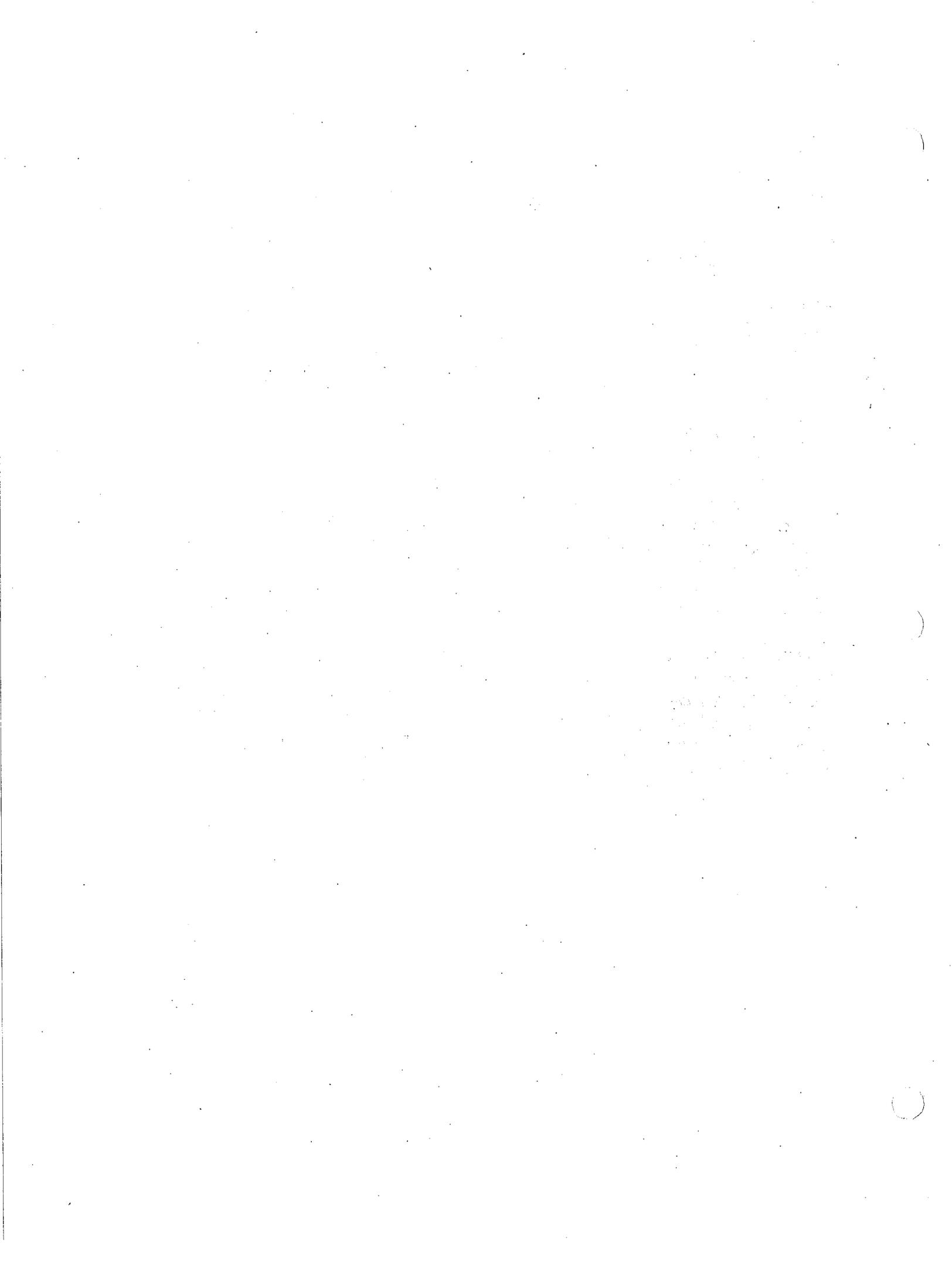
***Develop products (ACE and ACE II) to assist in guiding acquisition priorities:*** DFG's effort to identify geographic areas of conservation emphasis (Areas of Conservation Emphasis or "ACE") and document these areas spatially on maps was completed for the first phase. The purpose of this effort is 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:

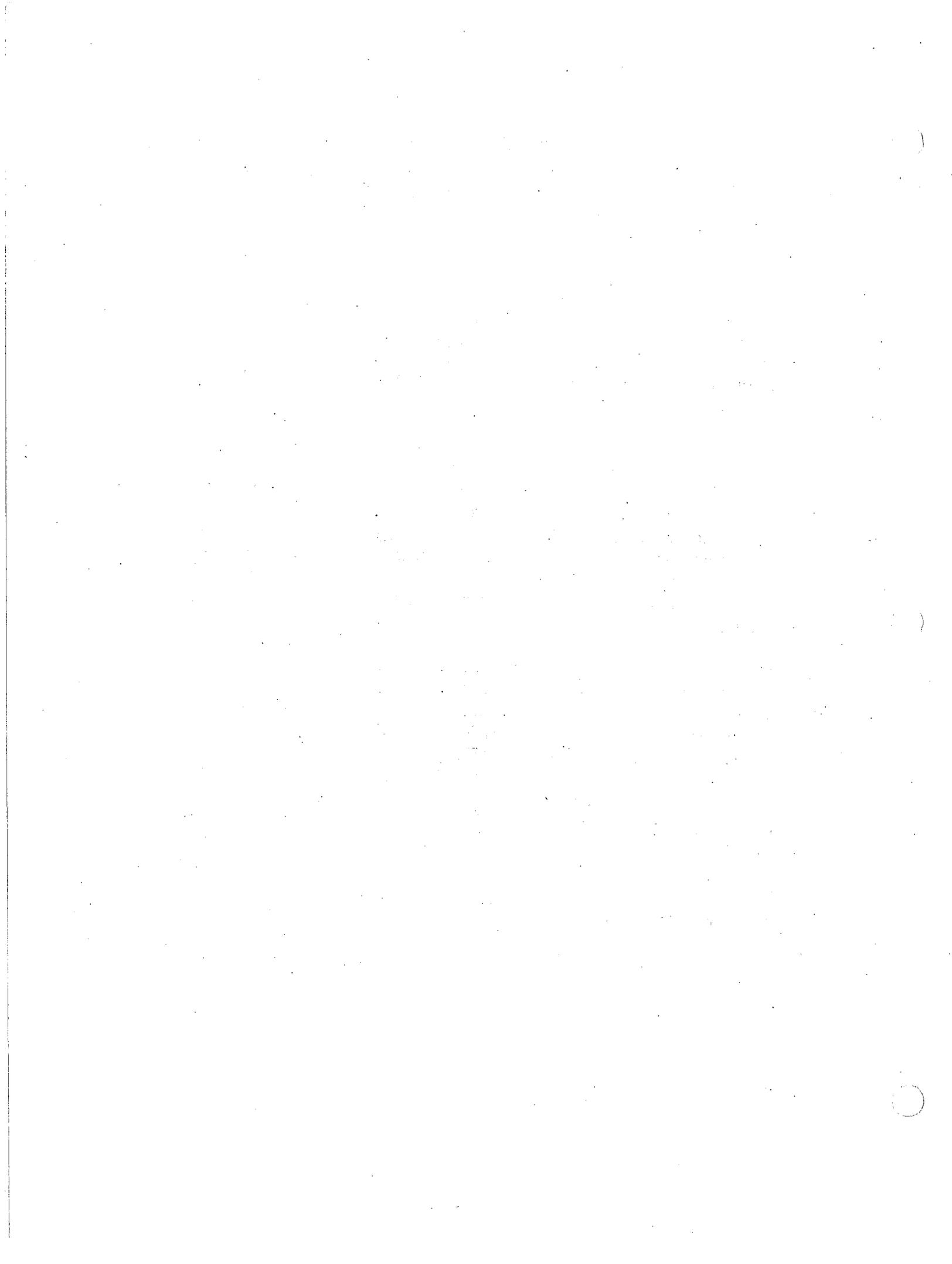
1. Water Branch coordinates regular water rights meetings with DFG regional water right coordinators and other program representatives to assure effective, consistent and coordinated engagement in the water rights process.
2. A full-time position funded through a federal grant has been created and filled 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:

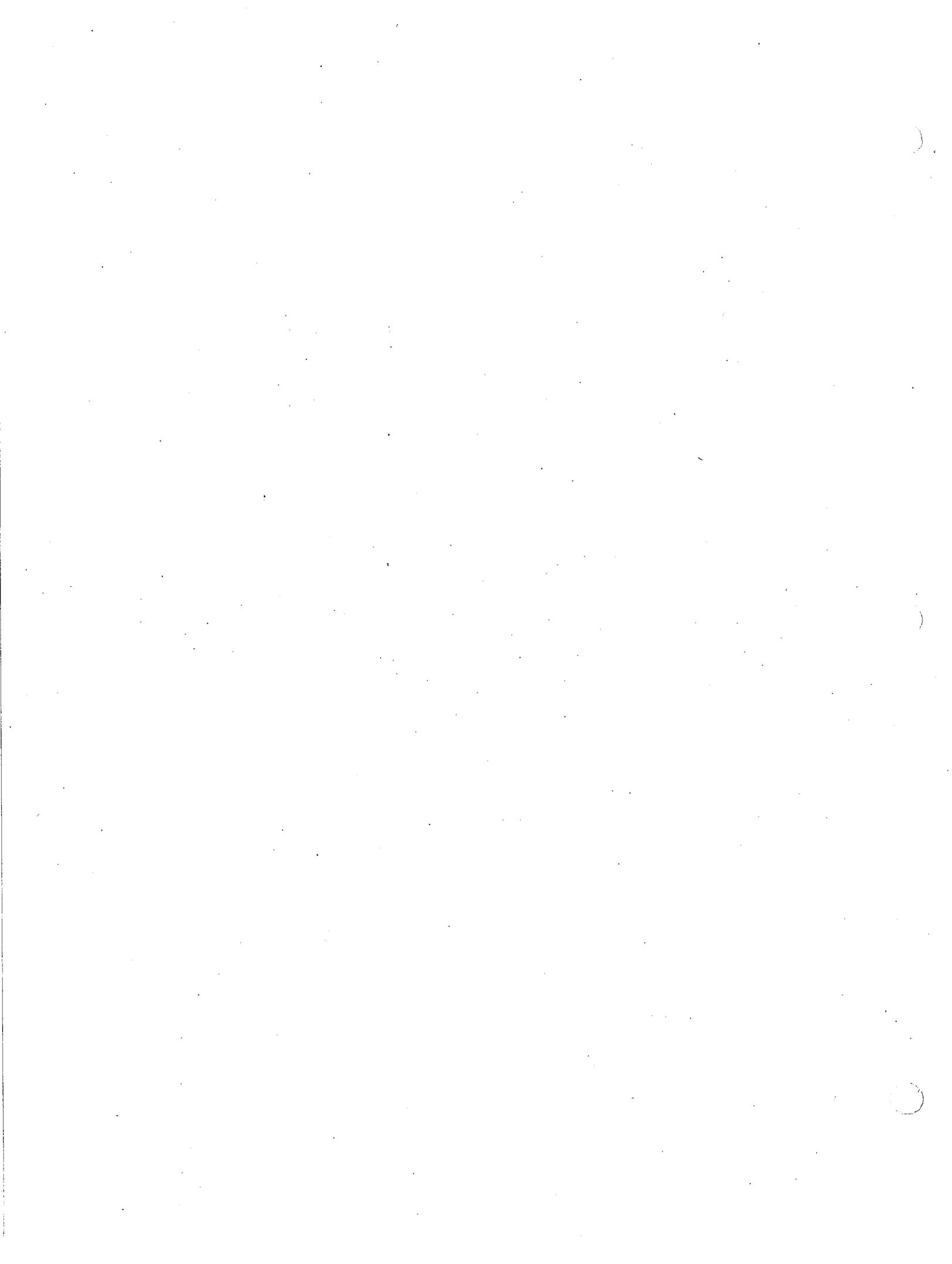
Look for and take advantage of opportunities to establish partnership with non-traditional partners

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:

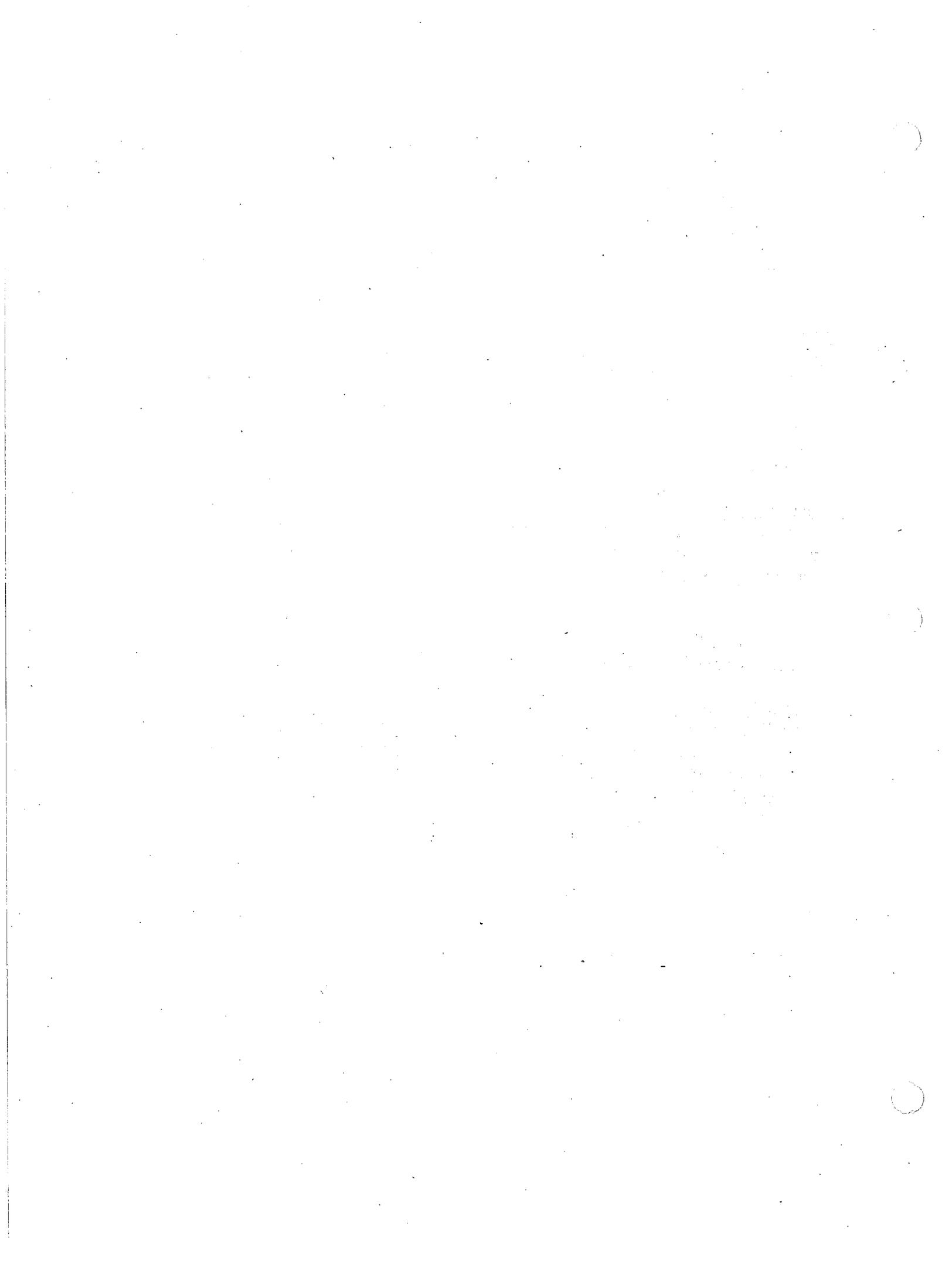
Creating a regulations unit without impacting higher-priority activities and programs. At this time, DFG does not stand by this initiative as a high priority. Alternatives including consolidating existing resources are being explored.

#### 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. RFQ No. 0CA10008

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.

**Comment [VK11]: Suggest change since using SB option**

a. The California Small Business calculation preference is not applicable to the RFQ/SCC 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.

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 partnerships and include small businesses in the RFQ/SCC 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 representatives who represent a wide range 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.

Std. 204 to be inserted in place of this page

## **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:

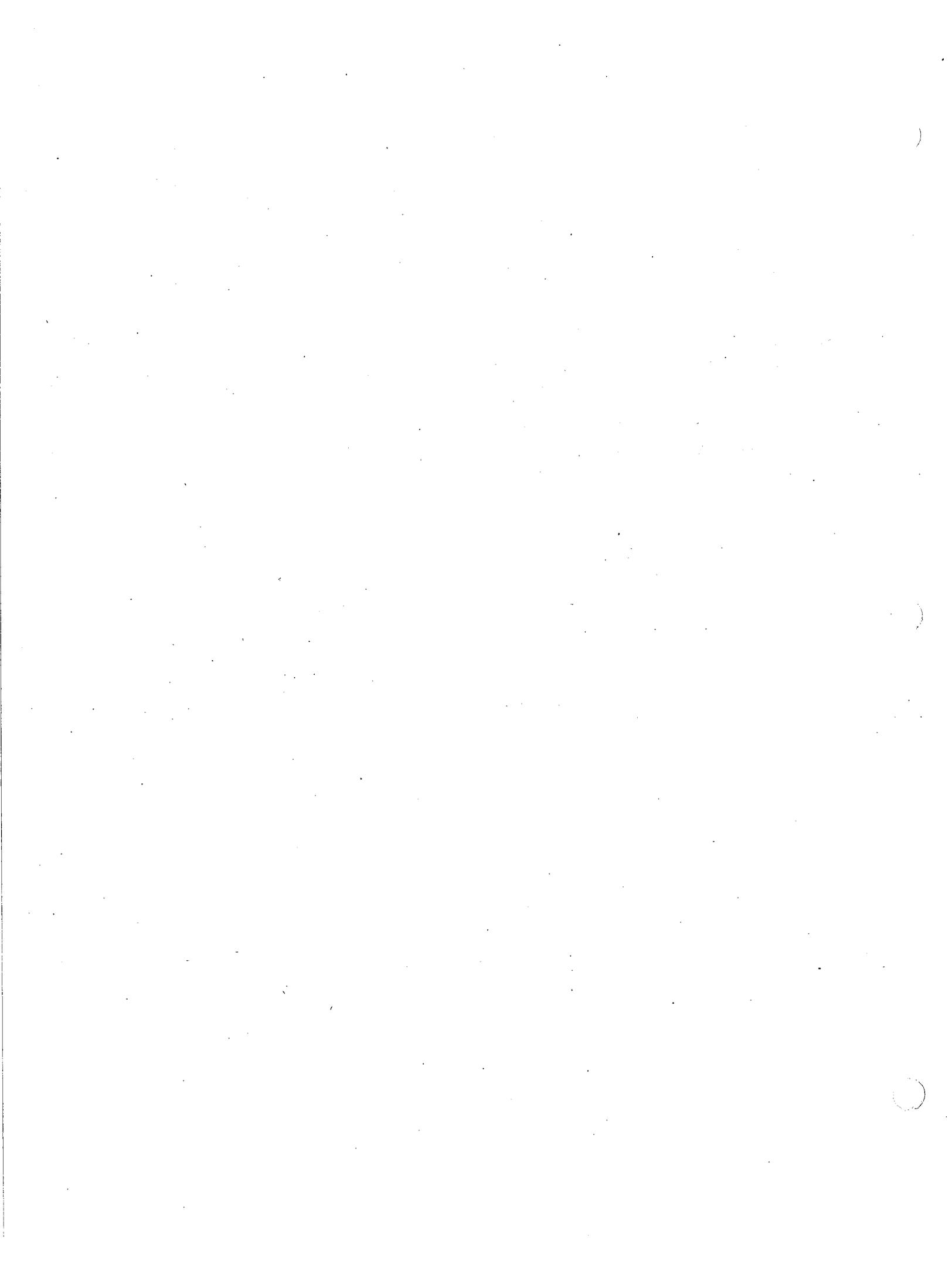
Ongoing process

### 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.

Completed 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.