

Appendix J

Revenue Analysis

In compliance with Fish and Game Code section 712.1, subsection (b)(2)(D), the department analyzed specific funds to identify instances where the nature of the activity funded suggested a different funding source or revenue structure that could be allowable or more appropriate to support the activity, or both allowable and more appropriate to support the activity. The department selected 10 prioritized funds for the initial fiscal year 2018-19 SBB review cycle and is reviewing an additional five funds in the fiscal year 2019-20 SBB cycle.

For each fund analyzed, the department provides background on the fund, a summary of its current use based on SBB data, and a set of findings. The fund findings consider whether 1) the current use supports existing department policies, 2) the funding for a given position is allowable but may not be the most ideal, 3) a position may be best supported by alternative funding, 4) a task may be best supported by alternative funding, 5) a task entry has erroneous data, or 6) the default coding for a position is erroneous.

In general, the findings indicate that the department is using the analyzed funds appropriately. The department is heavily reliant on the Fish and Game Preservation Fund – Non-dedicated and other flexible funding sources for work that has broad benefits, such as species and habitat survey, monitoring, and evaluation tasks. The findings suggest that the department would benefit from the consolidation of funds with similar purposes to increase funding flexibility while still maintaining the overlapping focus of these consolidated funds. The findings for each of the initial 10 funds are described below, as well as structural findings related to existing mandates and funding flexibility.

Revenue Analysis Overview

Funds Selected for Revenue Analysis

(1 of 2)

The department analyzed 10 prioritized funds for appropriate usage for the initial fiscal year 2018-19 SBB cycle

Prioritized Funds:

Fund/Account Name	Fund/Account #
Federal Trust Fund	0890
General Fund	0001
Lake and Streambed Alteration Fund	0200.14
Big Game Management Account	0200.33
Fish and Game Preservation Fund - Non-Dedicated	0200
Upland Game Bird Account	0200.26
Timber Regulation and Forest Restoration Fund	3212
Reimbursements	0995
Hatcheries and Inland Fisheries Fund	3013
Dungeness Crab Account	0200.35

Funds Selected for Revenue Analysis

(2 of 2)

The department has prioritized five funds for additional revenue analysis as part of the fiscal year 2019-20 SBB cycle

Prioritized Funds:

Fund/Account Name	Fund/Account #
Commercial Salmon Stamp Account	0200.05
Commercial Augmented Salmon Stamp	0200.06
Commercial Salmon Vessel Permit	0200.07
State Duck Stamp	0200.09
Aquaculture Program	0200.13

Revenue Analysis – Information Presented

Each fund analyzed is presented to showcase a suite of information demonstrating current usage and opportunities to utilize a more appropriate fund source

- For each fund, we consider the following elements:
 - **Background** on the fund, its intended purpose and revenue source
 - A summary of overall **current use** in SBB terms
 - A summary of the **findings**



Fund-Based Finding Categories

All of the revenue analysis findings were classified by one of six different finding types. The department has taken action to resolve any and all findings identified through the SBB process.

Finding Category	Fund-based Finding Category Description
Policy	An SBB task hours entry appears to not support a funding policy put forth by the department
Ideal Funding Opportunity	A position whose funding appears allowable, but not the most ideal
Funding Appropriateness	A position for which alternative funding may be more appropriate
Task Appropriateness	An SBB task hours entry submitted that does not appear to be the most appropriate for the position for which the hours were entered
Data Entry Error	An SBB task hours entry submitted by a respondent that appears erroneous
PY Default Coding	A position's default coding appears erroneous

Findings for Each Fund

A summary of findings for each fund provides information about the portion of data analyzed, the type of findings found, and additional notes

Finding Category	# of Findings
Policy	0
Ideal Funding Opportunity	0
Funding Appropriateness	1
Task Appropriateness	5
Data Entry Error	1
PY Default Coding	0
Total	7

Hours Considered in Analysis	% of All SBB Hours	Split Funding Threshold
12,345	6.7%	5 ways

Demonstrates the amount of data assessed per fund and the predetermined split-finding threshold during the analysis process

Analysis Notes:

Provides additional description of the revenue analysis process as it relates to the specific fund

Displays the number of findings per category per fund

Displays the number of tasks that first appeared questionable, but upon review were deemed appropriate

Closely Reviewed, but Appropriate Findings
0

Data in tables for example purposes only

Part 1: Fund Based Findings

Federal Trust Fund

Federal Trust Fund Background

The Federal Trust Fund holds funding from the federal government to complete a variety of activities

Fund Number: 0890

Legal Title: Federal Trust Fund

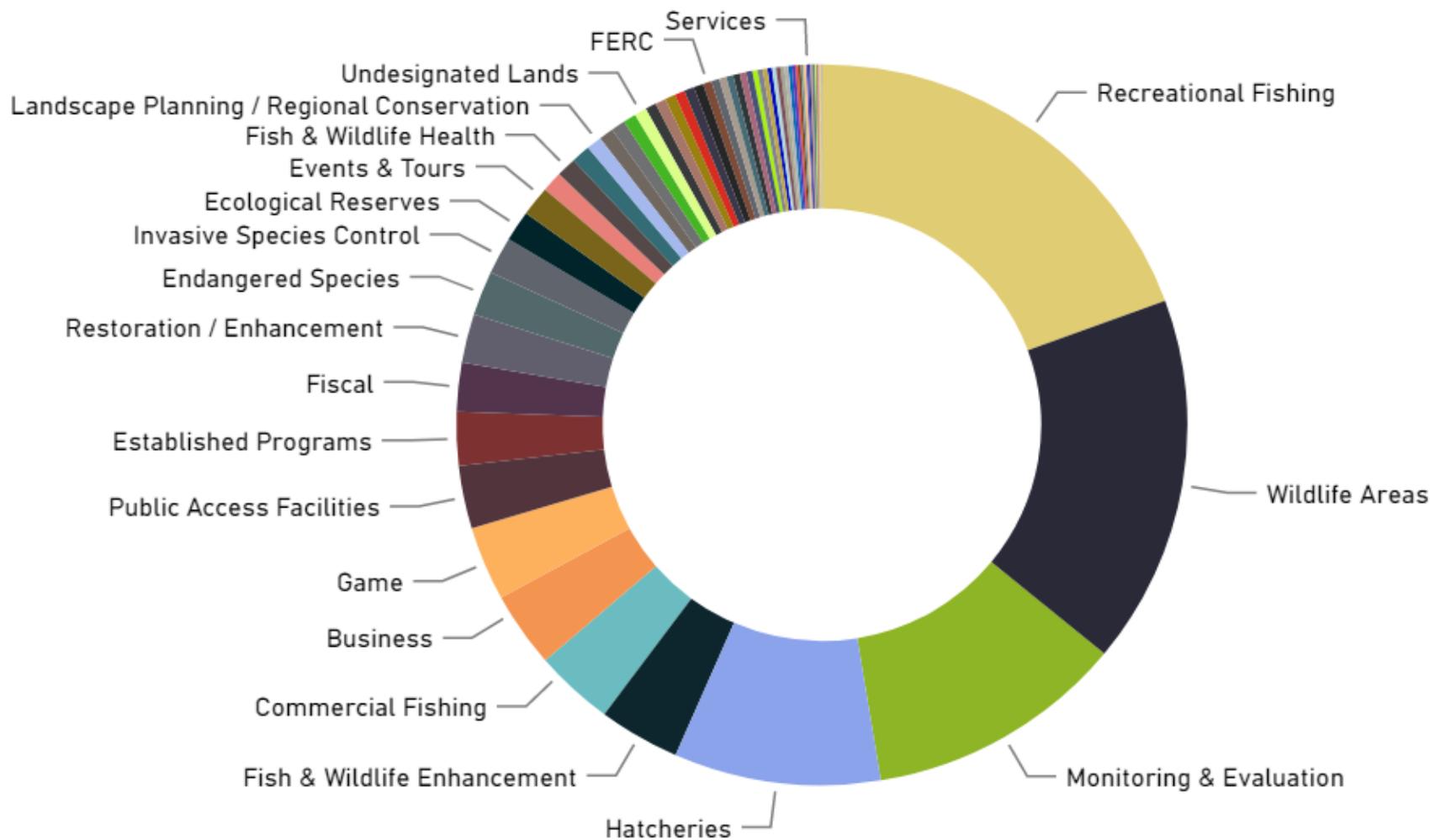
Legal Citation: Chapter 1284, Statutes of 1978 - Government Code, Sections 16360-16365

History and Source of Funds: The Federal Trust Fund became operative on July 1, 1979. The fund was created to hold all moneys received by the state from the federal government where the expenditure is administered through a state agency. The purpose of this fund is to provide better accountability of the receipts and expenditures of federal funds that are received by the state. The revenue source of this fund is receipts from the federal government.

Fund Usage Guidelines: To be spent in accordance with the federal guidelines

Federal Trust Fund Current Use (1 of 2)

The Federal Trust Fund supports a variety of state activities, most significantly tasks in the Recreational Fishing, Wildlife Areas and Monitoring & Evaluation subprograms



Federal Trust Fund Current Use

(2 of 2)

Below is a breakdown of the number of hours funded within each of the top 40 subprograms the Federal Trust Fund is supporting

Sub Program	Current Fund Hours
Recreational Fishing	65,572.5
Wildlife Areas	55,886.8
Monitoring & Evaluation	38,773.9
Hatcheries	30,874.9
Fish & Wildlife Enhancement	12,128.6
Commercial Fishing	11,867.4
Business	11,425.3
Game	11,229.8
Public Access Facilities	9,510.3
Established Programs	8,131.8
Fiscal	7,382.2
Restoration / Enhancement	7,376.4
Endangered Species	6,757.9
Invasive Species Control	5,618.7
Ecological Reserves	4,650.1
Events & Tours	4,487.3
Public Inquiries	3,088.5
Fish & Wildlife Health	2,966.3
Business Process Improvement	2,828.1
Landscape Planning / Regional Conservation	2,277.5

Sub Program	Current Fund Hours
Personnel	2,205.0
CEQA	2,103.6
Wildlife Investigation Lab	1,904.2
Undesignated Lands	1,816.6
Depredation Permits	1,630.8
Science Integration	1,583.5
Data Stewardship	1,563.6
Asset Management	1,521.6
Recreational Access	1,479.3
Emergency Actions	1,450.6
FERC	1,285.7
Genetics Research Lab	1,200.0
Marketing	1,079.4
Federal Projects	1,030.5
Facility Design	993.0
Human/Wildlife Conflict Management	967.6
Project Review	912.0
General Law Enforcement	790.0
Land Acquisition	783.9
Non-Game & Fur Bearers	696.0

Federal Trust Fund Findings Summary

The department's analysis of the Federal Trust Fund returned only two instances of federally-funded projects that could be paired with a different state match

Finding Category	# of Findings
Policy	0
Ideal Funding Opportunity	0
Funding Appropriateness	2
Task Appropriateness	0
Data Entry Error	0
PY Default Coding	0
Total	2

Hours Considered in Analysis	% of All SBB Hours	Split Funding Threshold
586,685	13.5%	9 ways

Analysis Notes:

As the analysis of the Federal Trust Fund was performed internally by the department, the results presented demonstrated full appropriate usage, with the exception of two projects that merited further analysis

Closely Reviewed, but Appropriate Findings
0

General Fund

General Fund Background

Since the state of California was established, the General Fund has supported a wide variety of governmental activities

Fund Number: 0001

Legal Title: General Fund

Legal Citation: Government Code, Sections 16300-16315

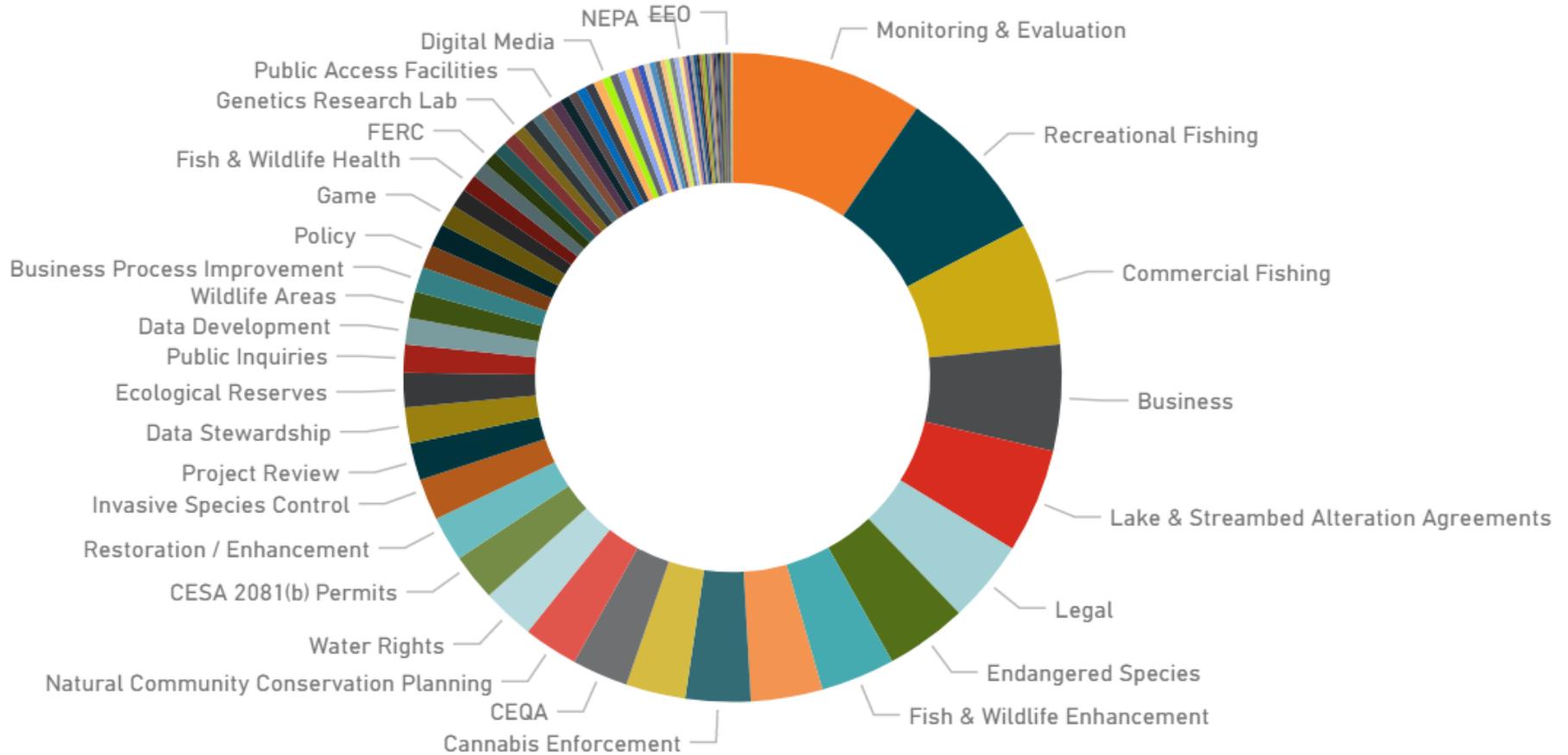
History and Source of Funds: The General Fund has existed since the beginning of the state as a political entity. It is the principal operating fund for many governmental activities and consists of money received in the Treasury that is not required by law to be credited to any other fund. Major state taxes are the principal source of money.

Fund Usage Guidelines: This fund is appropriated to departments by the Legislature to support various governmental activities.

A Note on Process: Throughout our analysis, we searched for areas where General Fund dollars appeared to be supporting activities with a more specific or appropriate fund source

General Fund Current Use

The General Fund supports a large percentage of the work performed by the department



General Fund Current Use

(1 of 2)

Below is a breakdown of the number of hours funded within each of the top 40 subprograms the General Fund is supporting

Sub Program	Current Fund Hours	Sub Program	Current Fund Hours
Hunting & Fishing Enforcement	121,484.2	Restoration / Enhancement	8,655.1
Peace Officer Standards & Training	78,370.6	Data Stewardship	8,517.0
Monitoring & Evaluation	35,980.2	Preparedness	8,163.2
Cannabis Enforcement	35,164.7	Invasive Species Control	7,842.1
General Law Enforcement	32,998.4	Public Safety	7,559.5
Recreational Fishing	32,228.5	Response	7,541.4
Commercial Fishing	24,913.3	Project Review	7,477.6
Business	24,657.6	Business Process Improvement	6,601.4
Lake & Streambed Alteration Agreements	20,941.3	Ecological Reserves	6,284.9
Legal	16,582.1	Public Inquiries	5,775.7
Endangered Species	16,272.1	Asset Management	4,794.1
Fish & Wildlife Enhancement	14,982.4	Policy	4,657.9
Fiscal	11,979.5	Scientific Collection Permits	4,640.6
Protected Areas	11,550.6	Established Programs	4,271.5
CEQA	11,161.6	Media Relations	4,075.9
Natural Community Conservation Planning	10,874.3	Game	3,949.2
Water Rights	10,481.7	Wildlife Areas	3,849.4
CESA 2081(b) Permits	9,684.6	Data Development	3,798.3
Wildlife Trafficking Enforcement	9,420.5	FERC	2,858.7
Internal Investigations / Recruitment	9,208.2	Fish & Wildlife Health	2,705.0

General Fund Summary

(2 of 2)

As the General Fund supports work across the entire department, it will be crucial for the department to identify SBB tasks appropriately fee-funded to increase the level of most-ideal General Fund usage

Finding Category	# of Findings
Policy	0
Ideal Funding Opportunity	2
Funding Appropriateness	2
Task Appropriateness	1
Data Entry Error	0
PY Default Coding	0
Total	5

Hours Considered in Analysis	% of All SBB Hours	Split Funding Threshold
745,663	17%	3 ways

Analysis Notes:

Although at this point the General Fund analysis returned very few instances where other funds may be more appropriate, the act of identifying specific fee-funded SBB tasks will shed light on a number of areas where the General Fund is supporting tasks where there is another fund source available

Closely Reviewed, but Appropriate Findings
11

Lake and Streambed Alteration Fund

Lake and Streambed Alteration Fund Background

Established in 1982, the Lake and Streambed Alteration Fund is intended to support 100% of the total cost to process alteration agreements

Fund Number: 0200 (Dedicated Account 0200.14)

Legal Title: Lake and Streambed Alteration – Fish and Game Preservation Fund

Legal Citation: Fish and Game Code, Sections 1601-1607

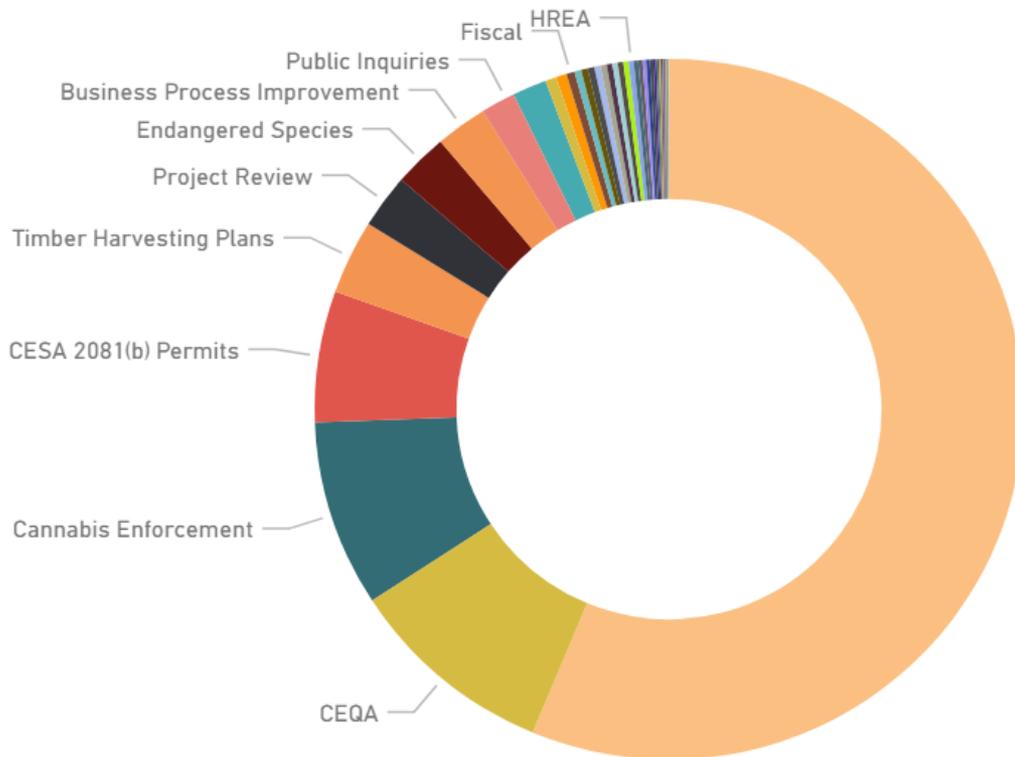
History and Source of Funds: Chapter 909, Statutes of 1961 required any person who obstructed the flow of or changed the bed of any river or stream, or used any material from the streambeds to obtain an agreement from the department. In 1976, the law changed to designate processes for entities to obtain a streambed alteration agreement. Beginning in Fiscal Year 1982-83, the Legislature authorized the department to charge applicants fees to meet half its Lake and Streambed Alteration Program costs. In 1991, section 1607 was amended to require the department to charge fees to meet its total schedule by increasing all the fees 16.75%. In November 2005, the department replaced its existing fee schedule with one that, pursuant to FGC Section 1609, may not impose a fee that exceeds five thousand dollars (\$5,000) for any agreement. The department amends the fee schedule by adjusting the fees based on the Implicit Price Deflator.

Fund Usage Guidelines: The fees charged shall be established in an amount necessary to pay the total costs incurred by the department in administering and enforcing this chapter, including, but not limited, preparing and submitting agreements, and conducting inspections

Lake and Streambed Alteration Current Use

The Lake and Streambed Alteration Fund was found in 44 subprograms – the largest appearing as Lake and Streambed Alteration Agreements, CEQA, Cannabis Enforcement, and CESA 2081(b) Permits

FUND CURRENT HOURS 1 BY SUB PROGRAM



Sub Program	Fund Current Hours 1
Lake & Streambed Alteration Agreements	37,582.40
CEQA	6,353.30
Cannabis Enforcement	5,740.00
CESA 2081(b) Permits	4,046.00
Timber Harvesting Plans	2,287.60
Project Review	1,660.00
Endangered Species	1,652.00
Business Process Improvement	1,570.00
Public Inquiries	1,049.00
Business	1,044.00
Monitoring & Evaluation	338.60
Restoration / Enhancement	324.00
Fiscal	252.00
Consistency Determinations CESA 2080.1	205.80
Emergency Actions	202.50
Asset Management	200.00
Legal	195.00
Water Rights	185.00
Fish & Wildlife Enhancement	171.70
Bill Analysis	166.00

— Lake & Streambed Alteration Agreements

Lake and Streambed Alteration Fund Findings Summary

The Lake and Streambed Alteration Fund returned seven findings split among three different finding categories. Findings represent circumstances where tasks may or may not be appropriate depending on the specific project

Finding Category	# of Findings
Policy	0
Ideal Funding Opportunity	0
Funding Appropriateness	1
Task Appropriateness	5
Data Entry Error	0
PY Default Coding	1
Total	7

Closely Reviewed, but Appropriate Findings
9

Hours Considered in Analysis	% of All SBB Hours	Split Funding Threshold
69,491	1.6%	2 ways

Analysis Notes:

Additional positions were reviewed to determine whether the tasks they performed for CESA and CEQA were part of their Lake and Streambed Alteration processing activities

Big Game Management Account

Big Game Management Account Background

Established in 2010, the Big Game Management Account is a dedicated account housed under the larger Fish and Game Preservation Fund

Fund Number: 0200 (Dedicated Account 0200.33)

Legal Title: Big Game Management Account – Fish and Game Preservation Fund

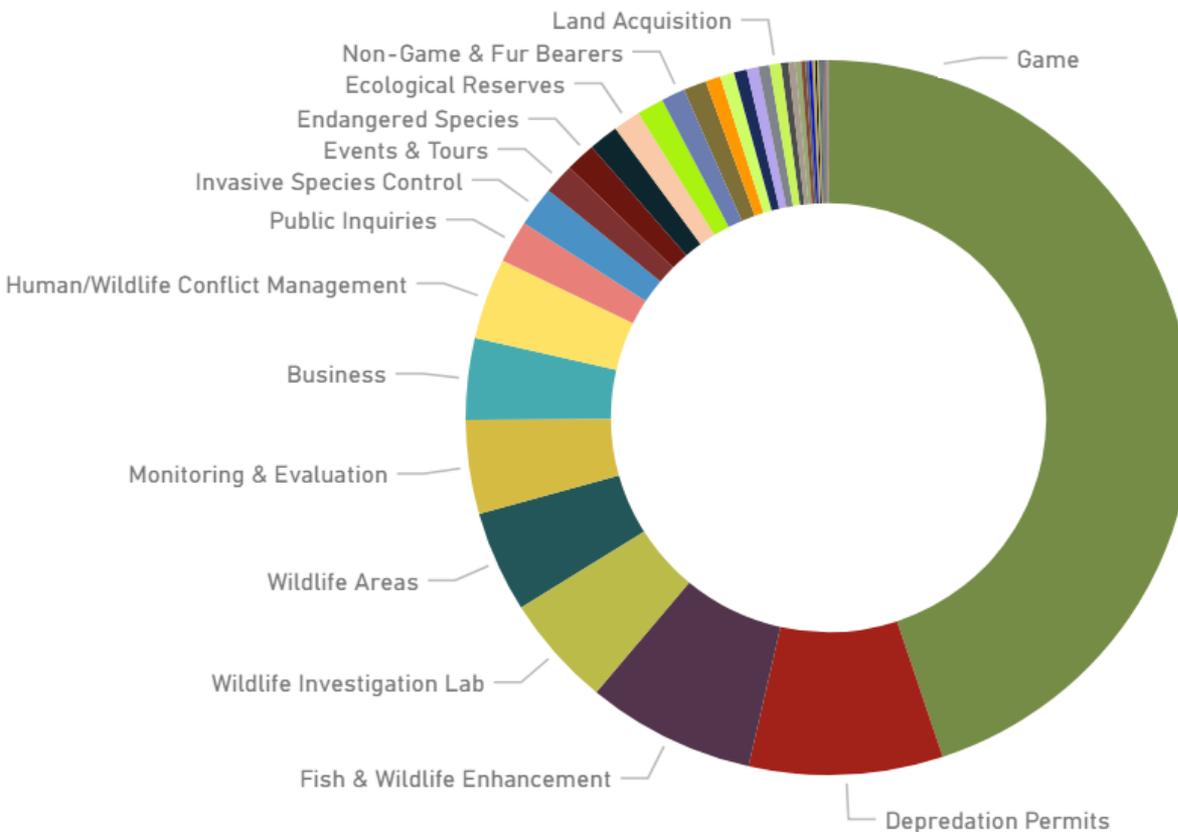
Legal Citation: Fish and Game Code, Sections 331-332, 3951-3953, 4332, 4334, 4656, 4751, 4902-4903

History and Source of Funds: Chapter 408, Statutes of 2010 established the Big Game Management Account within the Fish and Game Preservation Fund. This fund consolidated the revenue generated from the sale and issuance of tags for the hunting of antelope, elk, deer, wild pig, black bear, and bighorn sheep, and fundraising tags into the Big Game Management Account.

Fund Usage Guidelines: Funds in the account shall be made solely available for expenditure for acquiring land, completing projects, and implementing programs to benefit antelope, elk, deer, wild pig, bear, and sheep, and to expand public hunting opportunities and related public outreach. Funds may also be used to pay administrative and enforcement costs of the programs and activities.

Big Game Management Account Current Use

The SBB subprograms supported by the Big Game Management Account largely support the activities described in the fund usage guidelines, with the exception of the depredation permits subprogram



Sub Program	Fund Current Hours 1
Game	15,013.41
Depredation Permits	2,886.50
Fish & Wildlife Enhancement	2,512.67
Wildlife Investigation Lab	1,682.86
Wildlife Areas	1,531.03
Monitoring & Evaluation	1,416.31
Business	1,231.40
Human/Wildlife Conflict Management	1,223.74
Public Inquiries	637.91
Invasive Species Control	605.07
Events & Tours	460.80
Endangered Species	446.89
Fish & Wildlife Health	445.12
Ecological Reserves	407.59
Genetics Research Lab	400.00
Non-Game & Fur Bearers	352.40
Public Access Facilities	342.30
Restoration / Enhancement	225.10
Science Integration	210.00
Personnel	192.00

Big Game Management Account Summary

All tasks performed by the Big Game Management Account-funded positions up to the hours threshold were assessed for appropriateness. All but one position's tasks appeared appropriate after review with the fund managers

Finding Category	# of Findings
Policy	0
Ideal Funding Opportunity	0
Funding Appropriateness	1
Task Appropriateness	0
Data Entry Error	0
PY Default Coding	0
Total	1

Hours Considered in Analysis	% of All SBB Hours	Split Funding Threshold
99,204	2.3%	4 ways

Analysis Notes:

While the analysis returned three data cleaning issues to be resolved regarding the structure of the task catalog, only one instance requiring further analysis was found.

Closely Reviewed, but Appropriate Findings
5

Fish and Game Preservation Fund (FGPF) – Non-dedicated

FGPF – Non-Dedicated Background

Established in 1909, the Fish and Game Preservation Fund was established to protect and preserve wildlife and their habitats

Fund Number: 0200 (Non-dedicated Account 0200.01)

Legal Title: Fish and Game Preservation Fund – Non-dedicated

Legal Citation: Chapter 256, Statutes of 1909 - Fish and Game Code, Sections 13000-13005

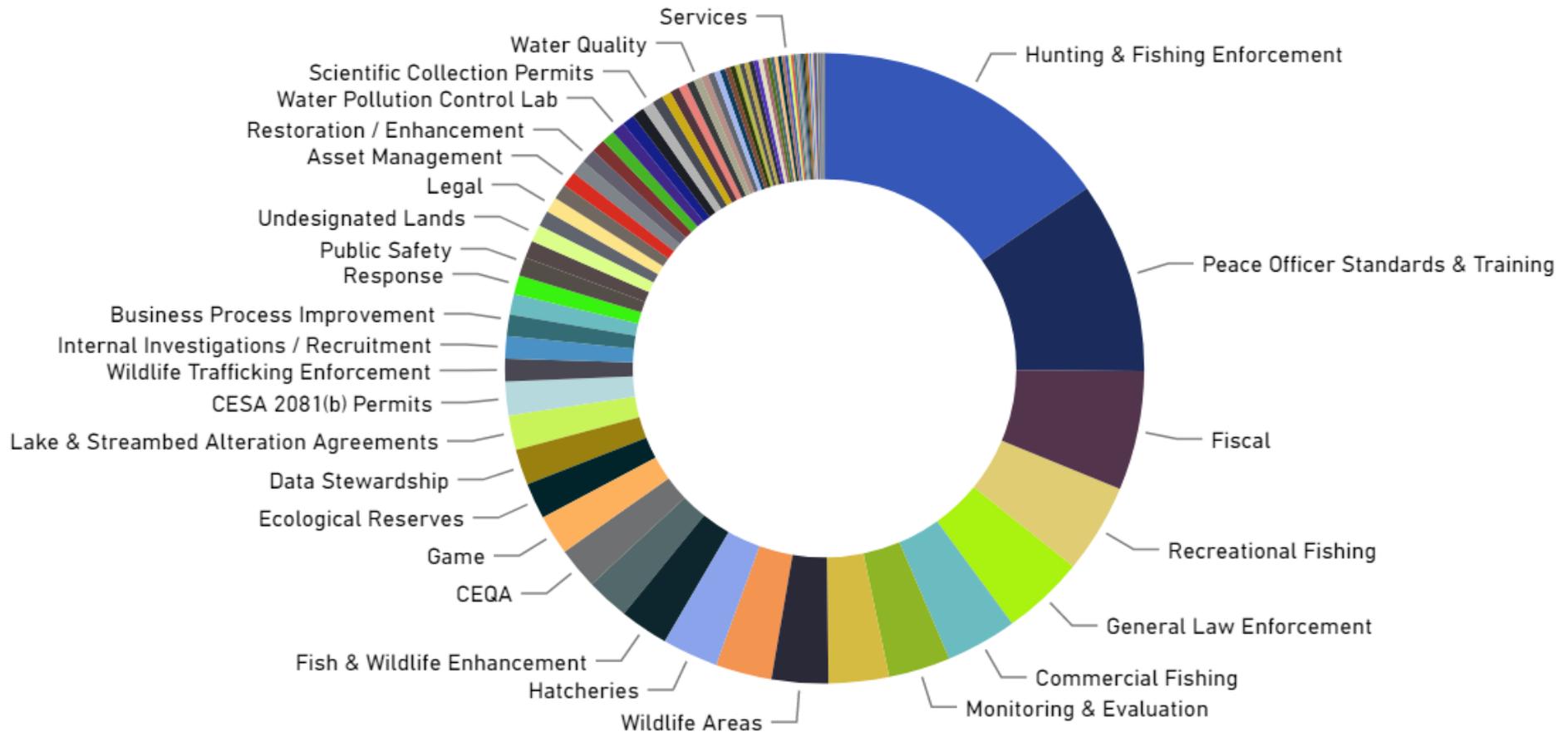
History and Source of Funds: The fund is used to pay the expenses of the department in carrying out the specified provisions of the Fish and Game Code. The FGPF – Non-dedicated revenues derive from sport fishing and hunting licenses, commercial license buyers, and other receipts. There have been minimal fee increases other than the commercial landing fees increase and the annual adjustment for inflation, per Fish and Game Code Section 713. The majority of FGPF – Non-dedicated revenues are used to support employee costs, which have increased significantly over the past decade.

Fund Usage Guidelines: This fund contains all money collected relating to the protection and preservation of birds, mammals, fish, reptiles or amphibians. Chapter 855, Statutes of 1978 specifically provided that the cost of hunting, sport fishing and commercial fishing programs are to be financed solely out of revenues from sources specifically intended for such purposes. This chapter also identified the intent to include sufficient moneys from the General Fund to pay for the department's nongame programs necessary for the protection and enhancement of California's nongame fish and wildlife and their habitat.

The FGPF – Non-dedicated revenues finance protection and enhancement of fish and wildlife, but cannot be used for species classified as nongame, threatened or endangered.

FGPF – Non-dedicated Current Use (1 of 2)

Similar to the General Fund, the non-dedicated portion of the Fish and Game Preservation Fund supports a wide variety of department activities



FGPF – Non-dedicated Current Use

(2 of 2)

Below is a breakdown of the number of hours funded within each of the top 40 subprograms FGPF Non-dedicated is supporting

Sub Program	Current Fund Hours	Sub Program	Current Fund Hours
Hunting & Fishing Enforcement	123,100.0	Internal Investigations / Recruitment	9,251.3
Peace Officer Standards & Training	78,839.1	Business Process Improvement	8,821.1
Fiscal	49,055.9	Preparedness	8,506.5
Recreational Fishing	36,679.5	Response	7,770.5
General Law Enforcement	33,790.1	Public Safety	7,650.0
Commercial Fishing	28,987.6	Fish & Wildlife Health	7,127.0
Monitoring & Evaluation	25,120.5	Undesignated Lands	6,987.1
Cannabis Enforcement	24,552.6	Invasive Species Control	6,501.8
Wildlife Areas	22,928.4	Legal	6,373.1
Business	22,909.4	Personnel	6,296.1
Hatcheries	22,616.6	Asset Management	6,253.1
Fish & Wildlife Enhancement	19,893.0	Land Acquisition	6,027.6
Endangered Species	17,593.6	Restoration / Enhancement	5,884.1
CEQA	17,073.5	Established Programs	5,618.2
Game	16,372.3	Wildlife Investigation Lab	5,340.0
Ecological Reserves	14,851.2	Water Pollution Control Lab	5,308.5
Data Stewardship	14,649.1	Water Rights	5,078.3
Lake & Streambed Alteration Agreements	14,215.7	Policy	4,904.2
CESA 2081(b) Permits	13,882.0	Scientific Collection Permits	4,545.6
Wildlife Trafficking Enforcement	9,299.4	Natural Community Conservation Planning	4,460.9

FGPF – Non-dedicated Findings Summary

A variety of potential usage findings were found during the FGPF – Non-dedicated analysis

Finding Category	# of Findings
Policy	8
Ideal Funding Opportunity	11
Funding Appropriateness	5
Task Appropriateness	0
Data Entry Error	0
PY Default Coding	0
Total	24

Hours Considered in Analysis	% of All SBB Hours	Split Funding Threshold
1,048,970	24.1%	3 ways & 1 way

Analysis Notes:

As the FGPF – Non-dedicated Account supports a significant number of hours of department work, the hours threshold for analysis of tasks for two- and three-way funded positions was set at 1600 hours. Tasks performed by positions funded only by FGPF – Non-dedicated were analyzed to a minimum 80 hours threshold

Closely Reviewed, but Appropriate Findings
23

Upland Game Bird Account

Upland Game Bird Account Background

In 2010, the Upland Game Bird Account received dedicated funding intended to support projects benefiting the upland game bird species

Fund Number: 0200 (Dedicated Account 0200.26)

Legal Title: Upland Game Bird Account – Fish and Game Preservation Fund

Legal Citation: Fish and Game Code, Sections 3682-3686

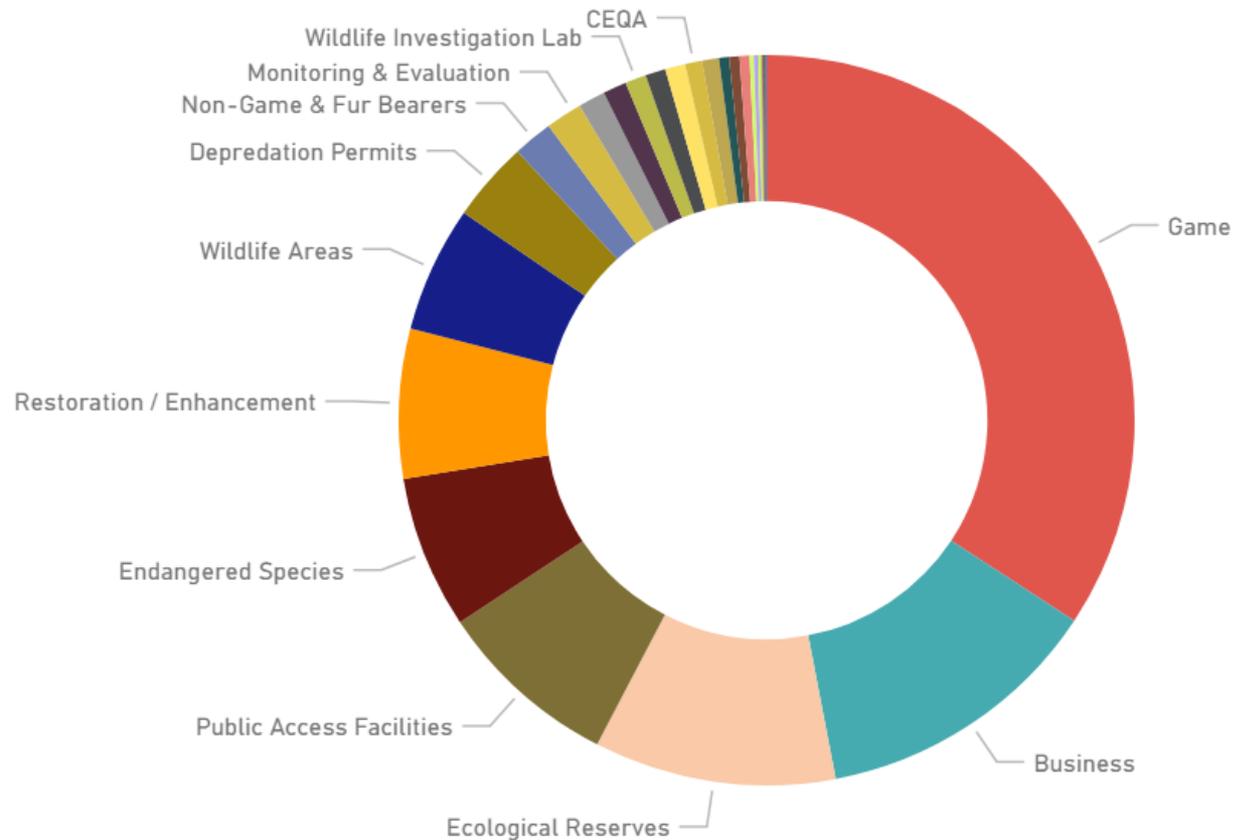
History and Source of Funds: Chapter 408, Statutes of 2010 amended the Upland Game Bird Account within the Fish and Game Preservation Fund to require individuals who take upland game bird species to purchase an upland game bird validation for \$6.25, adjusted by the Implicit Price Deflator pursuant to FGC Section 713. The revenues from the sale of upland game bird validations shall be deposited into the Upland Game Bird Account.

Fund Usage Guidelines: Funds may be spent to acquire land, complete projects and implement programs to benefit upland game bird species, as well as expanding public hunting opportunities and related public outreach, including enhancing upland game bird habitat. Lands acquired with funds from this account should, to the extent possible, provide access to the public for upland game bird hunting. Funds may also be used to pay administrative and enforcement costs of the programs. The department may make grants or contract with nonprofit organizations with these funds to carry out the account's purpose, including related habitat conservation projects.

Upland Game Bird Account Current Use

As a primarily project-supporting fund, Upland Game Bird funds are split across a variety of subprograms – highest among them being Game, Bus

Sub Program	Fund Current Hours
Game	1,849.
Business	688.
Ecological Reserves	574.
Public Access Facilities	435.
Endangered Species	365.
Restoration / Enhancement	357.
Wildlife Areas	301.
Depredation Permits	191.
Non-Game & Fur Bearers	94.
Monitoring & Evaluation	87.
Services	64.
Fish & Wildlife Enhancement	56.
Wildlife Investigation Lab	50.
Asset Management	48.
Human/Wildlife Conflict Management	48.
CEQA	40.
Org Development	40.
Established Programs	24.
Fiscal	24.
Public Inquiries	24.



Upland Game Bird Account Findings Summary

All tasks performed by Upland Game Bird-funded positions up to the hours threshold were assessed for appropriateness. All tasks but those performed by one position appeared appropriate

Finding Category	# of Findings
Policy	0
Ideal Funding Opportunity	0
Funding Appropriateness	1
Task Appropriateness	0
Data Entry Error	0
PY Default Coding	0
Total	1

Hours Considered in Analysis	% of All SBB Hours	Split Funding Threshold
6,167	0.1%	4 ways

Analysis Notes:

As the Upland Game Bird Account supports primarily projects rather than base-funding positions at the department, a large range of SBB tasks were analyzed. All tasks but those performed by one position with Upland Game Bird funding being used as state match for a federal grant were determined appropriate

Closely Reviewed, but Appropriate Findings
3

Timber Regulation and Forest Restoration Fund

Timber Regulation and Forest Restoration Background

Established in 2012, the Timber Fund is an assessment-driven fund intended to protect and support California's forests and timber supply

Fund Number: 3212

Legal Title: Timber Regulation and Forest Restoration Fund

Legal Citation: Chapter 289, Statutes of 2012 - Public Resources Code, Section 4629.3(a)

History and Source of Funds: Established in 2012, this fund is comprised of a 1% assessment of the sales price of lumber product or an engineered wood product. The assessment was enacted to support continued sustainable funding for the state's forest practice program, and protect the state's forest resources.

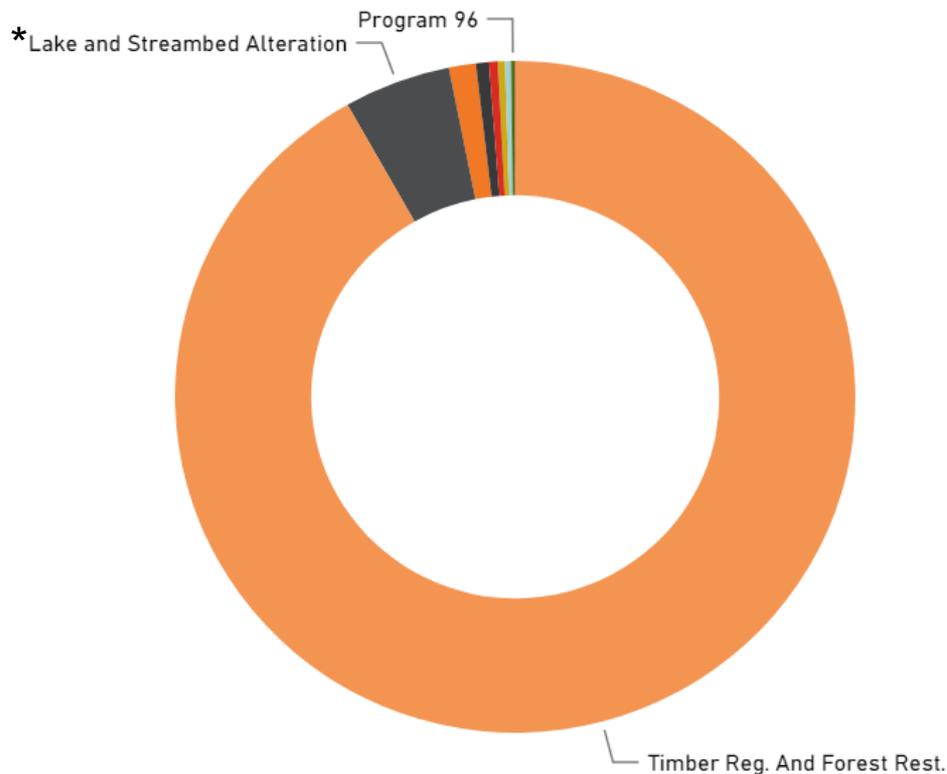
Fund Usage Guidelines: Funds may be spent to promote and encourage sustainable forest practices consistent with the Timberland Productivity Act of 1982, the California Environmental Quality Act, the Porter-Cologne Water Quality Act, and the California Endangered Species Act, promote management of forested landscapes consistent with the California Global Warming Solutions Act of 2006, support in-state production of timber within the state's environmental standards, promote and encourage retention of forests and forested landscapes, and promote restoration of fisheries and improvement in water quality.

Timber Regulation and Forest Restoration

Current Use

The Timber Regulation and Forest Restoration Fund was found to be largely supporting the tasks best suited for fund support

Sub Program	Selected Funds Hours
Timber Harvesting Plans	44,063
Lake & Streambed Alteration Agreements	6,386
Personnel	2,414
Legal	1,847
Endangered Species	1,826
Data Development	1,726
CEQA	1,623
Habitat Monitoring & Evaluation	1,106
Data Stewardship	722
Business	544
Species Monitoring & Evaluation	508
HREA	460
Safe Harbor Agreements	454
Bill Analysis	412
Consistency Determinations CESA 2080.1	406
CESA 2081(b) Permits	380
Public Inquiries	336
Restoration / Enhancement	300
Endangered Species Recovery	292
Fish & Wildlife Enhancement	282
Events & Tours	244
Fiscal	240
NEPA	180
Asset Management	112
Security & Compliance	104



*The hours attributed to the Lake and Streambed Alteration Fund is for the timber-specific Lake and Streambed Alteration task. This task has been moved to the Lake & Streambed Alteration Agreements subprogram for the fiscal year 2019-20 SBB cycle.

Timber Regulation and Forest Restoration Findings Summary

All tasks performed by Timber-funded positions up to the hours threshold were assessed for appropriateness. Tasks all appeared to be ideal for the fund after review with fund managers

Finding Category	# of Findings
Policy	0
Ideal Funding Opportunity	0
Funding Appropriateness	0
Task Appropriateness	0
Data Entry Error	0
PY Default Coding	0
Total	0

Hours Considered in Analysis	% of All SBB Hours	Split Funding Threshold
54,502	1.3%	3 ways

Analysis Notes:

The Timber-funded SBB tasks were established under one subprogram. A number of those tasks were consolidated with other tasks throughout the catalog to mirror the function-based task building approach that has become standard in the catalog.

Closely Reviewed, but Appropriate Findings
0

Fish and Game Preservation Fund (FGPF) – Reimbursements

FGPF – Reimbursements Background

The FGPF – Reimbursements fund was established for budgetary purposes only and contains funds to be spent and reimbursed through contracts

Fund Number: 0995

Legal Title: Reimbursements

Legal Citation: Government Code, Section 13306(a) (Administratively Established)

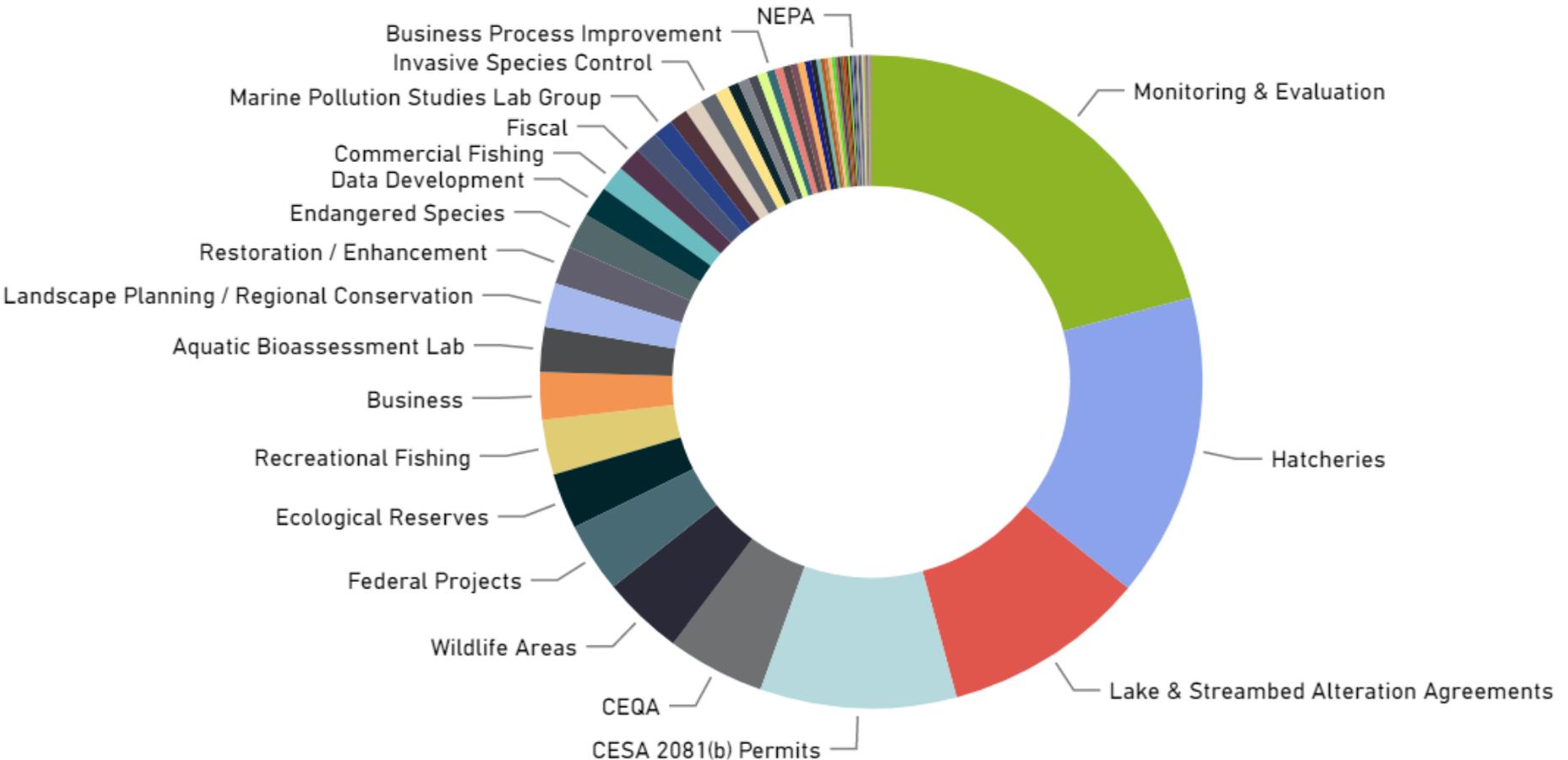
History and Source of Funds: This fund is used to capture totals for reimbursements as a funding source. This is not a fund in the State Treasury but is used in the schedule of appropriation for reimbursements.

Fund Usage Guidelines: Funds in this account are to be spent in accordance with the contract for which the funds were initially appropriated.

Notes on Process: As the FGPF – Reimbursements account supports all contract-funded projects, analyzing appropriate usage was difficult. To support this analysis, a random sample of positions was taken from the top 15 high-hour tasks and analyzed in-depth to assess appropriate usage in relation to the specific contract funding the randomly-sampled position. Each analysis required tying the tasks identified for a given position back to the applicable reimbursement contract.

FGPF – Reimbursements Current Use (1 of 2)

As the FGPF – Reimbursements fund collects funding appropriated to various contracts, usage is spread across the department's activities



FGPF – Reimbursements Current Use

(2 of 2)

Below is a breakdown of the number of hours funded within each of the top 40 subprograms FGPF – Reimbursements is supporting

Sub Program	Current Fund Hours	Sub Program	Current Fund Hours
Monitoring & Evaluation	50,348.5	Hydraulic Modeling	2,080.0
Hatcheries	36,330.0	Invasive Species Control	1,956.0
Lake & Streambed Alteration Agreements	24,068.0	Legal	1,623.5
CESA 2081(b) Permits	23,151.0	Fish & Wildlife Enhancement	1,291.8
CEQA	11,531.6	Land Acquisition	1,253.0
Wildlife Areas	9,665.6	Natural Community Conservation Planning	1,146.0
Federal Projects	8,334.0	Undesignated Lands	1,090.4
Ecological Reserves	6,652.8	Business Process Improvement	1,010.0
Recreational Fishing	6,575.8	Public Inquiries	966.2
Business	5,671.4	Fish & Wildlife Health	931.6
Aquatic Bioassessment Lab	5,381.5	Org Development	832.0
Landscape Planning / Regional Conservation	5,268.8	Game	831.0
Restoration / Enhancement	4,575.6	Water Rights	743.0
Endangered Species	4,241.6	Emergency Actions	636.2
Data Development	3,722.0	Preparedness	510.0
Commercial Fishing	3,067.4	Consistency Determinations CESA 2080.1	490.0
Fiscal	2,942.0	Mitigation Credit Agreement	400.0
Project Review	2,773.4	IT Infrastructure Support	389.3
Marine Pollution Studies Lab Group	2,314.9	Response	368.0
Public Access Facilities	2,146.2	Science Integration	340.0

Reimbursements Fund Findings Summary

Of all the random samples taken from the FGPF – Reimbursements fund, none indicated a non-ideal usage once mapped to the contract.

Finding Category	# of Findings
Policy	0
Ideal Funding Opportunity	0
Funding Appropriateness	0
Task Appropriateness	0
Data Entry Error	0
PY Default Coding	1
Total	1

Hours Considered in Analysis	% of All SBB Hours	Split Funding Threshold
309,347	7.1%	3 ways

Analysis Notes:

As the analysis of FGPF – Reimbursements was performed using a random sampling method, only the top-hour tasks were sampled for appropriate funding. In one instance, legacy coding of a full-time position had yet to be updated.

Closely Reviewed, but Appropriate Findings
0

Hatcheries and Inland Fisheries Fund (HIFF)

Hatcheries and Inland Fisheries Fund Background——

Established in 2005, the Hatcheries and Inland Fisheries Fund has supported California's fish hatcheries using sport fishing license fees

Fund Number: 3013

Legal Title: Hatchery and Inland Fisheries Fund

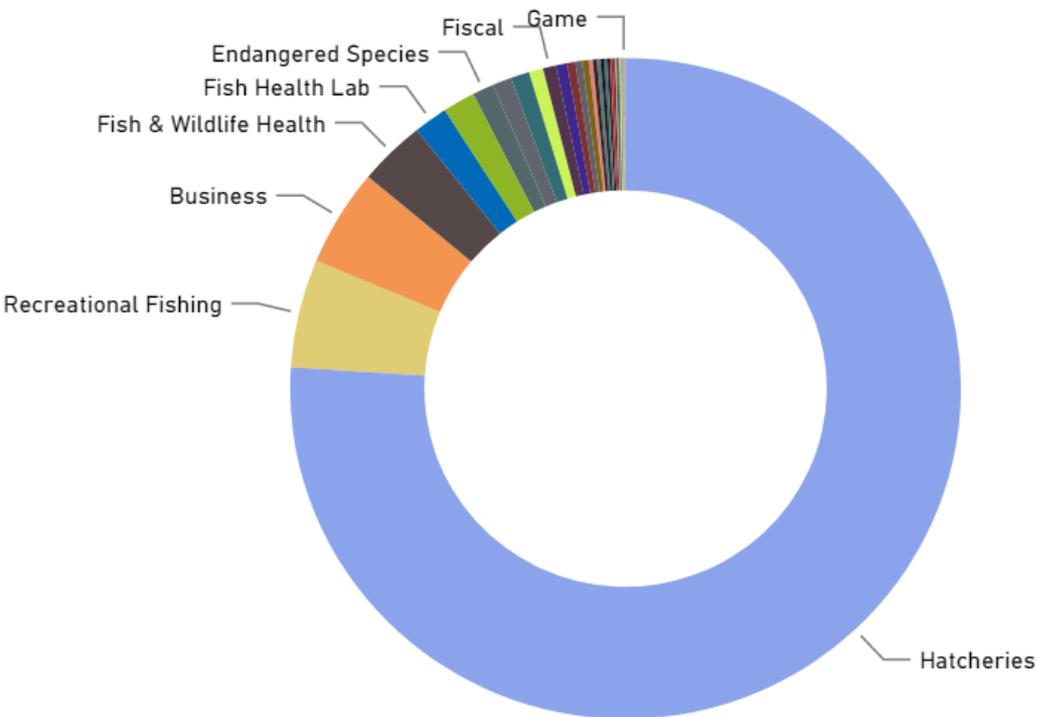
Legal Citation: Chapter 689, Statutes of 2005 (AB 7) - Fish and Game Code, Section 13007

History and Source of Funds: In 2005, the Hatchery and Inland Fisheries Fund was created to deposit fees collected from the issuance of sport fishing licenses. Chapter 689, Statutes of 2005, provides that commencing July 1, 2006, 33.33% of the fees derived from the issuance of all sport fishing licenses, with the exception of revenue currently designated for deposit into the Abalone Restoration and Preservation Account (pursuant to 7149.8), be deposited into this fund.

Fund Usage Guidelines: The fund is used to support department programs related to the management, maintenance, and capital improvement of California's fish hatcheries, the Heritage and Wild Trout Program, and enforcement activities related thereto, and to support other activities eligible to be funded from revenue generated by sport fishing license fees.

Hatcheries and Inland Fisheries Fund Current Use

The Hatcheries subprogram accounts for the largest percentage of hours supported by the Hatcheries and Inland Fisheries Fund



Sub Program	Current Fund Hours
Hatcheries	135,574.6
Recreational Fishing	9,445.1
Business	8,499.4
Fish & Wildlife Health	5,726.1
Fish Health Lab	2,946.0
Monitoring & Evaluation	2,764.2
Endangered Species	1,857.0
Genetics Research Lab	1,630.0
Business Process Improvement	1,600.0
Lake & Streambed Alteration Agreements	1,238.0
Fiscal	1,112.1
Water Pollution Control Lab	960.0
Established Programs	707.5
Restoration / Enhancement	586.5
Events & Tours	565.0
Public Inquiries	349.1
Emergency Actions	339.9
CEQA	317.0
Ecological Reserves	292.4
Invasive Species Control	263.2

Hatcheries and Inland Fisheries Fund Findings Summary

Review of the Hatcheries and Inland Fisheries Fund found few instances of potentially not ideal use of the fund

Finding Category	# of Findings
Policy	0
Ideal Funding Opportunity	1
Funding Appropriateness	2
Task Appropriateness	0
Data Entry Error	2
PY Default Coding	2
Total	7

Hours Considered in Analysis	% of All SBB Hours	Split Funding Threshold
203,608	4.7%	3 ways

Analysis Notes:

While the Hatcheries and Inland Fisheries Fund is intended to serve a very specific species-driven purpose, the broadness of many SBB tasks makes it difficult to determine appropriateness at face value. In the future, certain identified tasks may require more individual follow up with positions.

Closely Reviewed, but Appropriate Findings
4

Dungeness Crab Account

Dungeness Crab Account Background

Established in 2011, the Dungeness Crab Account is a dedicated account housed under the larger Fish and Game Preservation Fund

Fund Number: 0200 (Dedicated Account 0200.35)

Legal Title: Dungeness Crab Account – Fish and Game Preservation Fund

Legal Citation: Fish and Game Code, Sections 8276.2 - 8276.5, 8279.1, 8280.1 – 8280.6

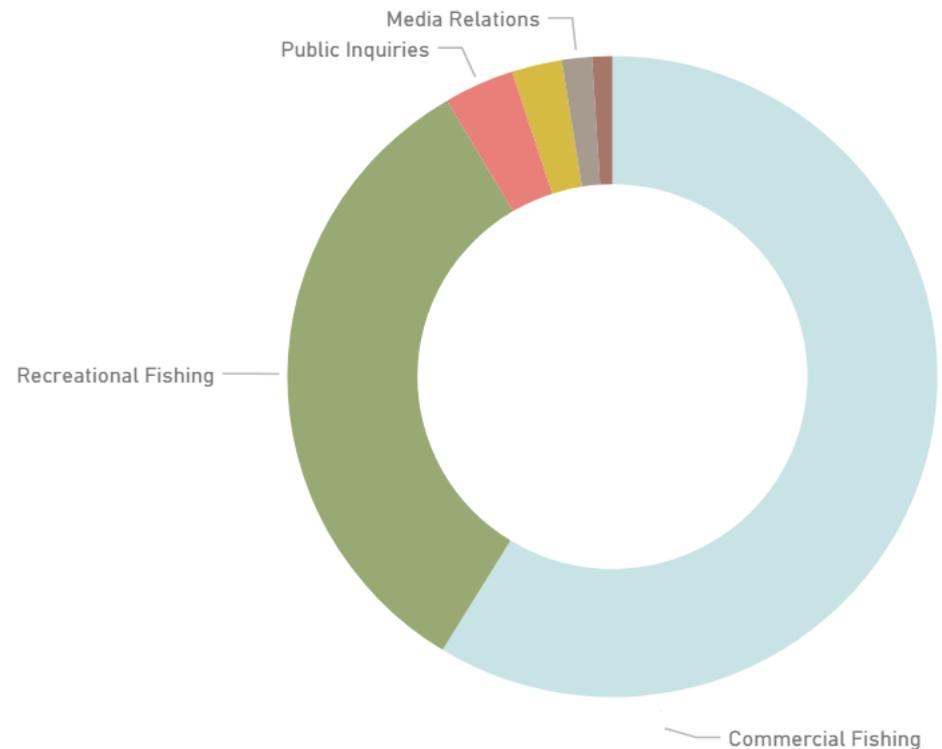
History and Source of Funds: Chapter 335, Statutes of 2011 (SB 369) extended the operation of the Dungeness crab fishery and the Dungeness Crab Account was created within the Fish and Game Preservation Fund. This bill required the Director of Fish and Game to adopt a program by March 31, 2013 for Dungeness crab trap limits for all California permits that required participants to pay a \$5 crab trap tag fee and a \$1,000 crab trap limit fee. The department is required to deposit fees collected in the Dungeness Crab Account.

Fund Usage Guidelines: Funds may be spent for the purpose of meeting the necessary expenses to manage this program.

Dungeness Crab Account Current Use

Hours inputted on the Dungeness Crab Account largely fell within the Commercial and Recreational Fishing Subprograms, which was determined appropriate by the fund managers.

Sub Program	Fund Current Hours 1
Commercial Fishing	940.00
Recreational Fishing	524.00
Public Inquiries	56.00
Monitoring & Evaluation	40.00
Media Relations	24.00
Scientific Collection Permits	16.00



Dungeness Crab Account Summary

All tasks performed by the Dungeness Crab Account positions up to the hours threshold were assessed for appropriateness. No tasks required further review or appeared not ideal after review with the fund managers

Finding Category	# of Findings
Policy	0
Ideal Funding Opportunity	0
Funding Appropriateness	0
Task Appropriateness	0
Data Entry Error	0
PY Default Coding	0
Total	0

Hours Considered in Analysis	% of All SBB Hours	Split Funding Threshold
1,600	0.1%	1 way

Analysis Notes:

The Dungeness Crab Account only funds one full time position. All tasks performed by this specific position

Closely Reviewed, but Appropriate Findings
0

Part 2: Policy Based Analysis

Clarified Department Policy Decisions

(1 of 2)

The following policies have been approved during revenue analysis

Subprogram or Task	Policy
Hatcheries Subprogram	Tasks within the Hatcheries subprogram are most appropriately funded by the Hatcheries and Inland Fisheries, Federal Trust Fund, FGPF Non-dedicated, or FGPF Reimbursables.
Aquaculture Subprogram	Tasks within the Aquaculture subprogram are most appropriately funded by the Aquaculture Program Account , with few exceptions for regional staff consulting on aquaculture issues.
Groundwater Ecosystems Task Category	Tasks within the Groundwater Ecosystems task category are done to comply with the Sustainable Groundwater Management Act. Unless they are related to fee-based services, these are likely most appropriately funded by the General Fund.
Big Game Management Grants	Tasks within the Big Game Management Grants task category should be most ideally funded by the Big Game Management Account.

Clarified Department Policy Decisions

(2 of 2)

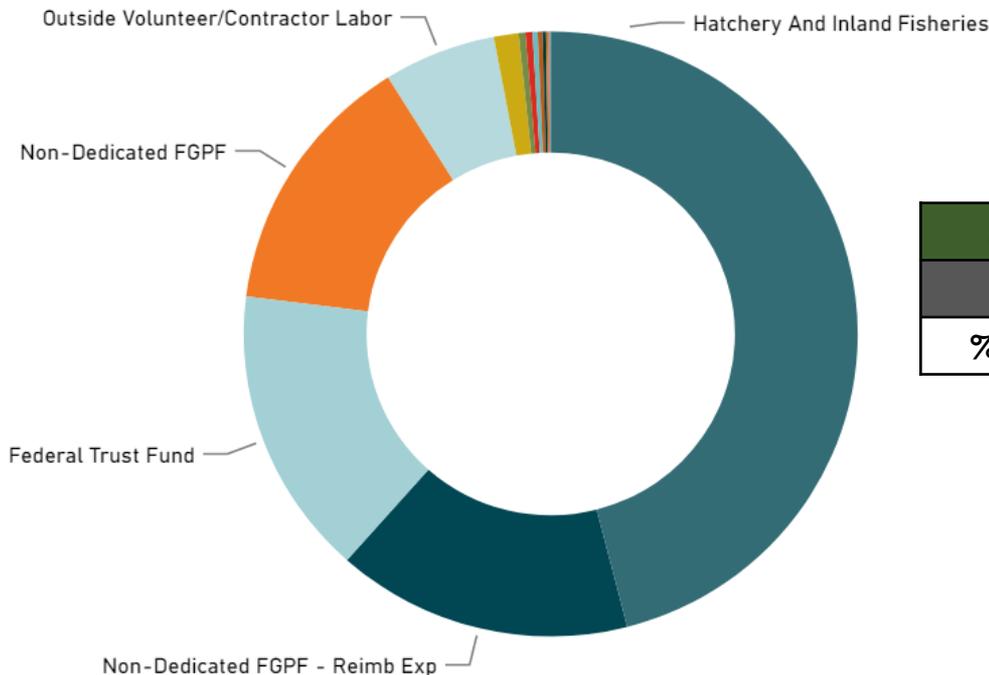
Subprogram or Task	Policy
Game Management	Tasks within the Management task category of the Game subprogram are most appropriately funded by the Upland Game Bird Account, Big Game Management Account, State Duck Stamp or the Federal Trust Fund .
Commercial Fishing Subprogram	It would be most appropriate for the majority of tasks within the Commercial Fishing subprogram to not be supported by commercial fishing fees and not the General Fund.
Nutria Survey Task	Nutria survey task should be funded by either Reimbursements, Federal Trust Fund, or General Fund .
Upland Game Management Grants	Tasks within the Upland Game Management Grants task category should be ideally funded by the Upland Game Bird Account .
Classroom Aquarium Education Task Category	Tasks within the Classroom Aquarium Education task category should be funded by the Federal Trust Fund, General Fund, or Reimbursements .

1. Hatcheries Subprogram Policy Findings

Approximately 95% of Hatcheries subprogram hours are supported by the most appropriate fund source

Policy: The Hatcheries Subprogram is funded most appropriately by **Hatcheries and Inland Fisheries, FGPF Non-dedicated, Reimbursements, and Federal Trust Fund**

Hatcheries Subprogram Funding

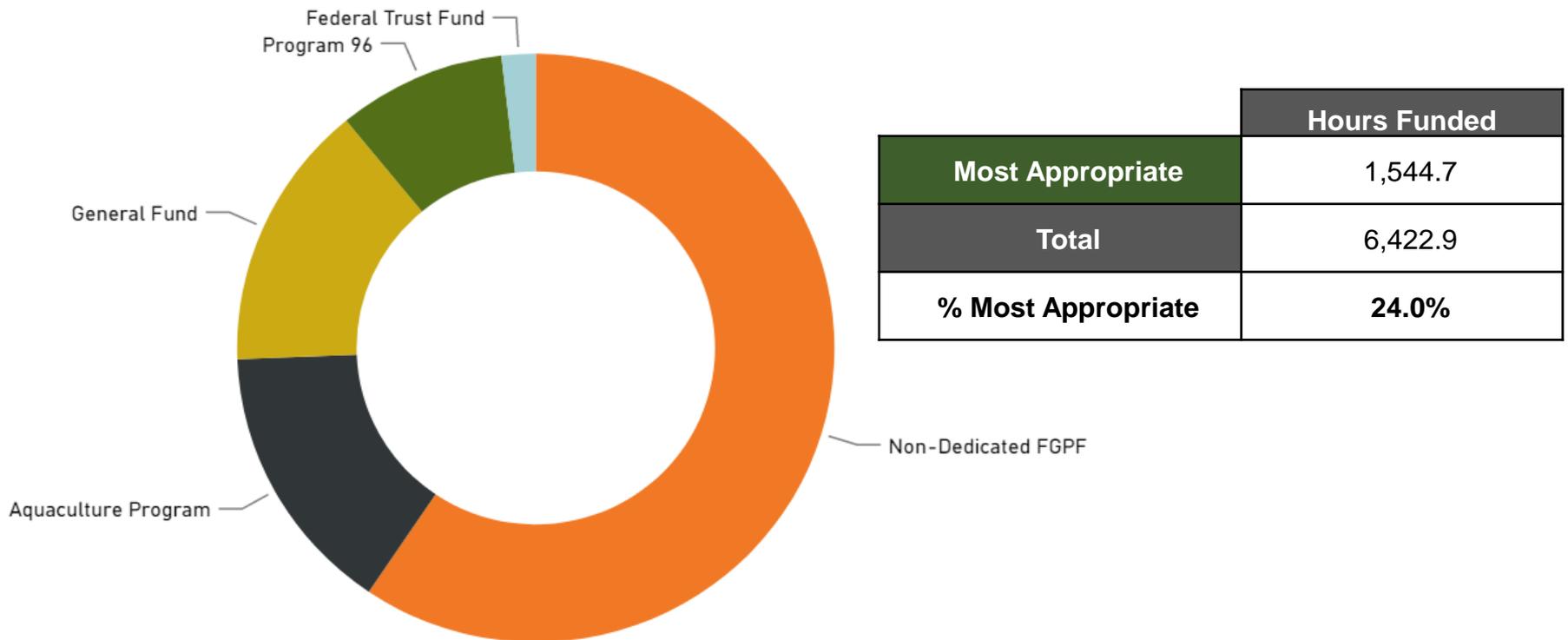


	Hours Funded
Most Appropriate	175,228.6
Total	184,668.9
% Most Appropriate	94.9%

2. Aquaculture Subprogram Policy Findings

Approximately 24% of Aquaculture subprogram hours are supported by the most appropriate fund source

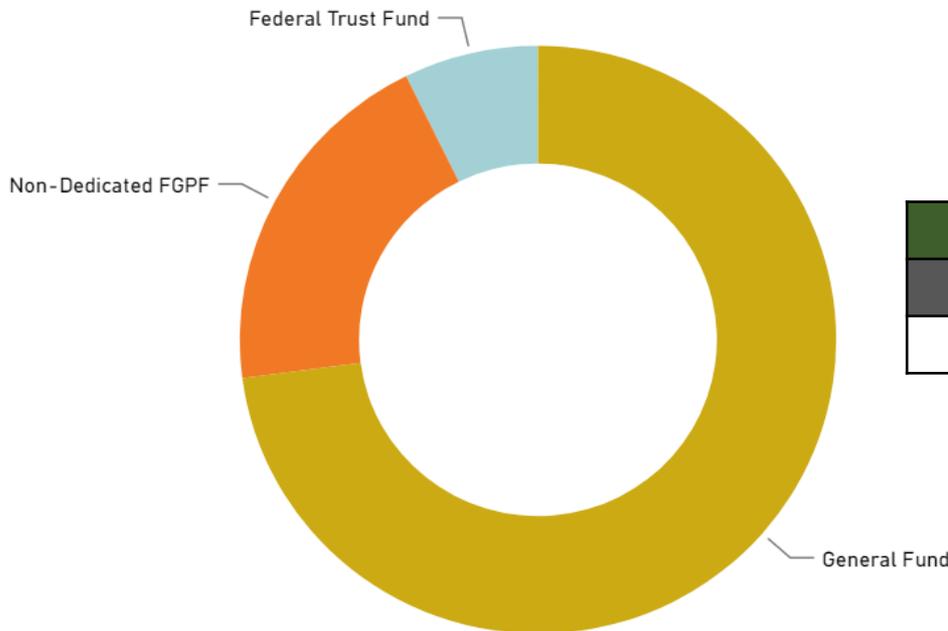
Policy: Tasks within the Aquaculture subprogram are most appropriately funded by the **Aquaculture Program Account**, with few exceptions for regional staff consulting on aquaculture issues



3. Groundwater Ecosystem Tasks Policy Findings

Approximately 73% of Groundwater Ecosystem task category hours are supported by the most appropriate fund source

Policy: Tasks within the Groundwater Ecosystems task category are done to comply with the Sustainable Groundwater Management Act. These are most likely appropriately funded by the **General Fund**.

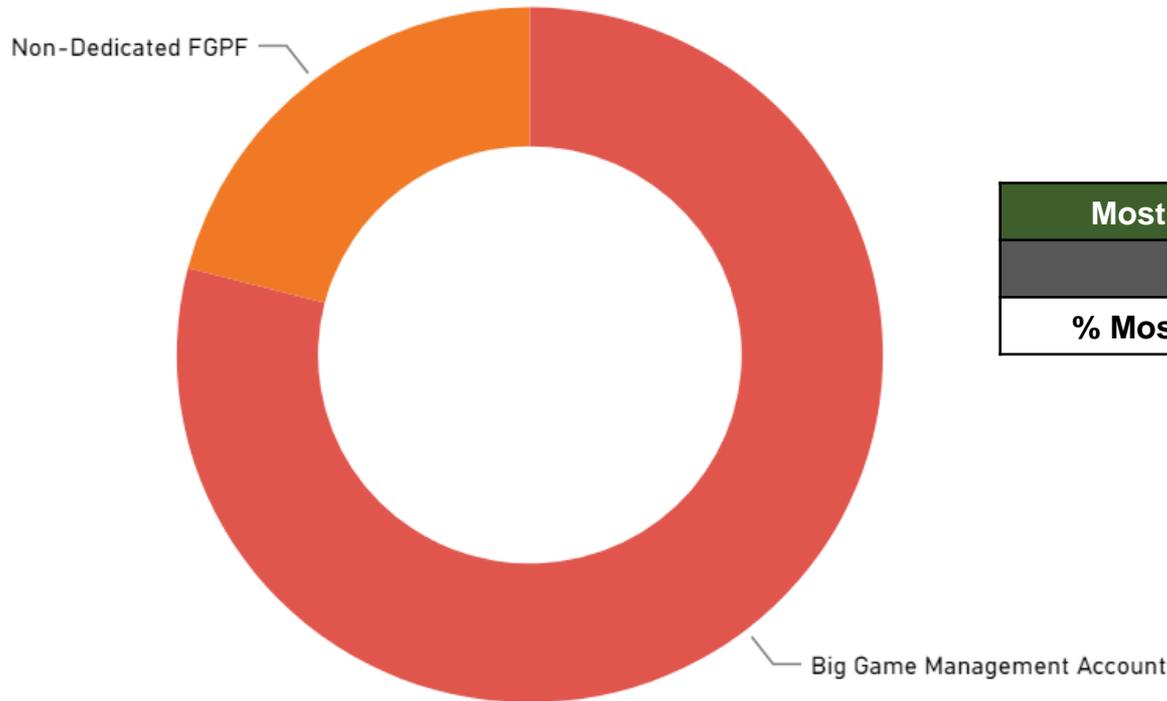


	Hours Funded
Most Appropriate	2,176
Total	2984.7
% Most Appropriate	72.9%

5. Big Game Management Grant Tasks Findings

Approximately 79% of Big Game Management Grant tasks are supported by the most appropriate fund source

Policy: Tasks within the Big Game Management Grants task category are most appropriately funded by the **Big Game Management Account**

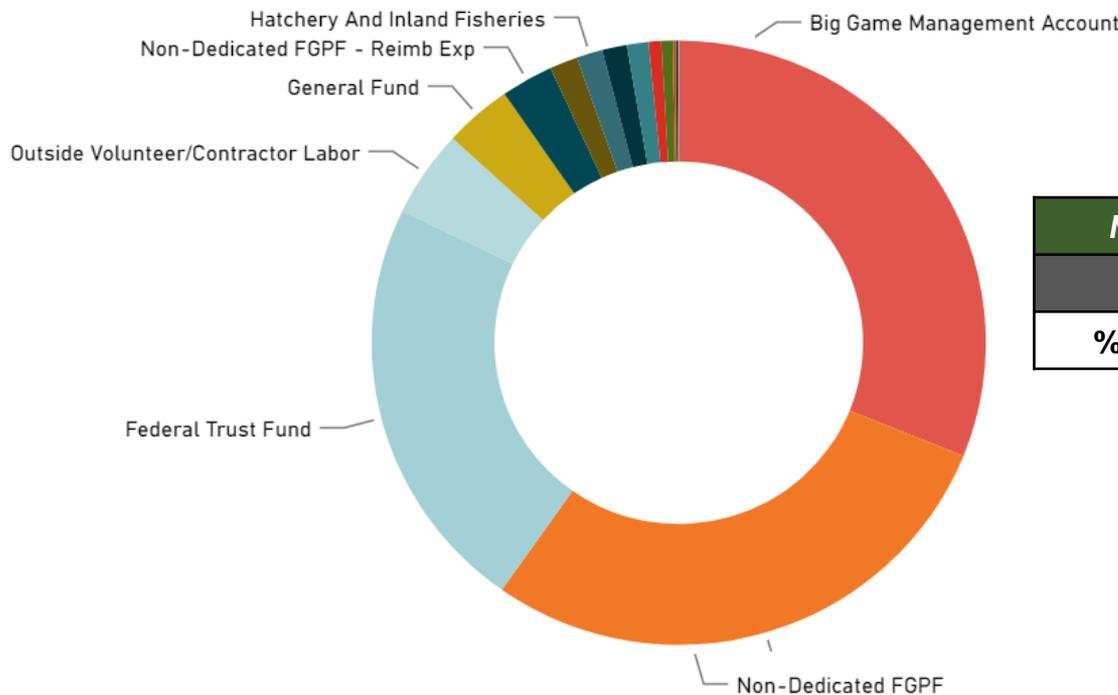


	Hours Funded
Most Appropriate	1,100.7
Total	1,393.2
% Most Appropriate	79.0%

6. Game – Management Task Category Findings

Approximately 63% of hours inputted in the Management task category of the Game subprogram are supported by the most appropriate fund source

Policy: Tasks within the Management task category of the Game subprogram are most appropriately funded by the **Upland Game Bird Account, Big Game Management Account, State Duck Stamp** and **Federal Trust Fund**.

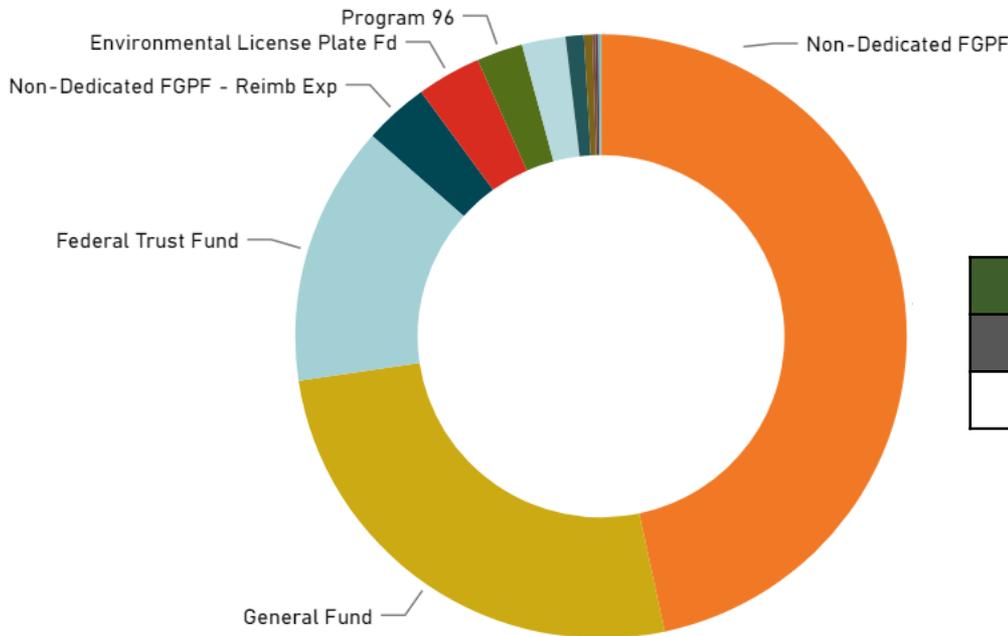


	Hours Funded
Most Appropriate	85,390.0
Total	136,133.0
% Most Appropriate	62.7%

7. Commercial Fishing Subprogram Findings

Approximately 74% of Commercial Fishing subprogram hours are supported by the most appropriate fund source

Policy: Tasks within the **Commercial Fishing** subprogram, with the exception of restoration tasks, are most appropriately not supported by the **General Fund**.

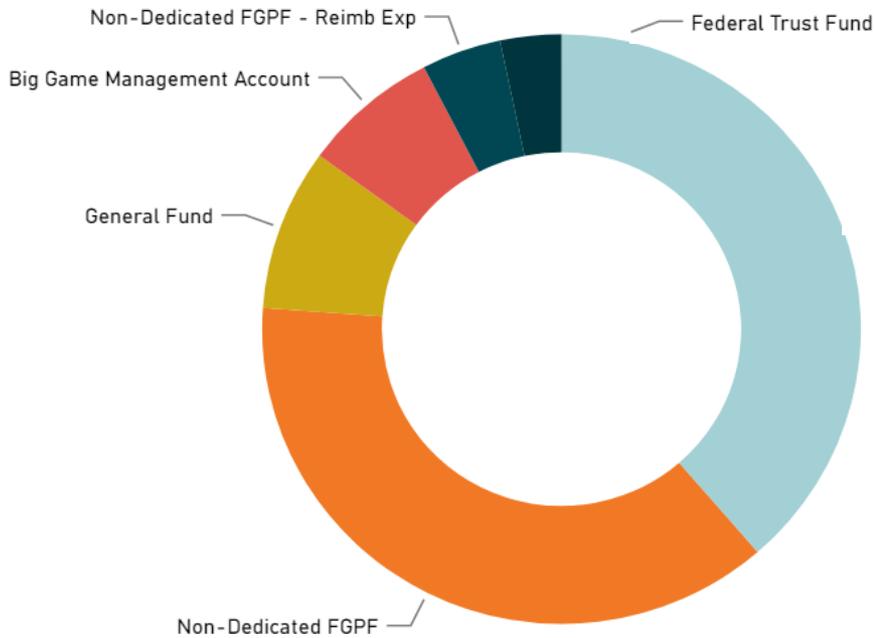


	Hours Funded
Most Appropriate	72,356.1
Total	97,767.3
% Most Appropriate	74.0%

10. Nutria Survey Task Findings

Approximately 52% of hours inputted on the Survey to Delineate the Extent of Nutria task are supported by the most appropriate fund source

Policy: The Nutria Survey task should be funded by either **Reimbursements, Federal Trust Fund, or General Fund.**



	Hours Funded
Most Appropriate	7292.9
Total	14,077.4
% Most Appropriate	51.8%

11. Upland Game Management Grants Tasks Findings

Based on clarified policy, none of the hours inputted in the Upland Game Management Grants task category are supported by the most appropriate fund source

Policy: Tasks within the Upland Game Management Grants task category should be ideally funded by the **Upland Game Bird Account**.



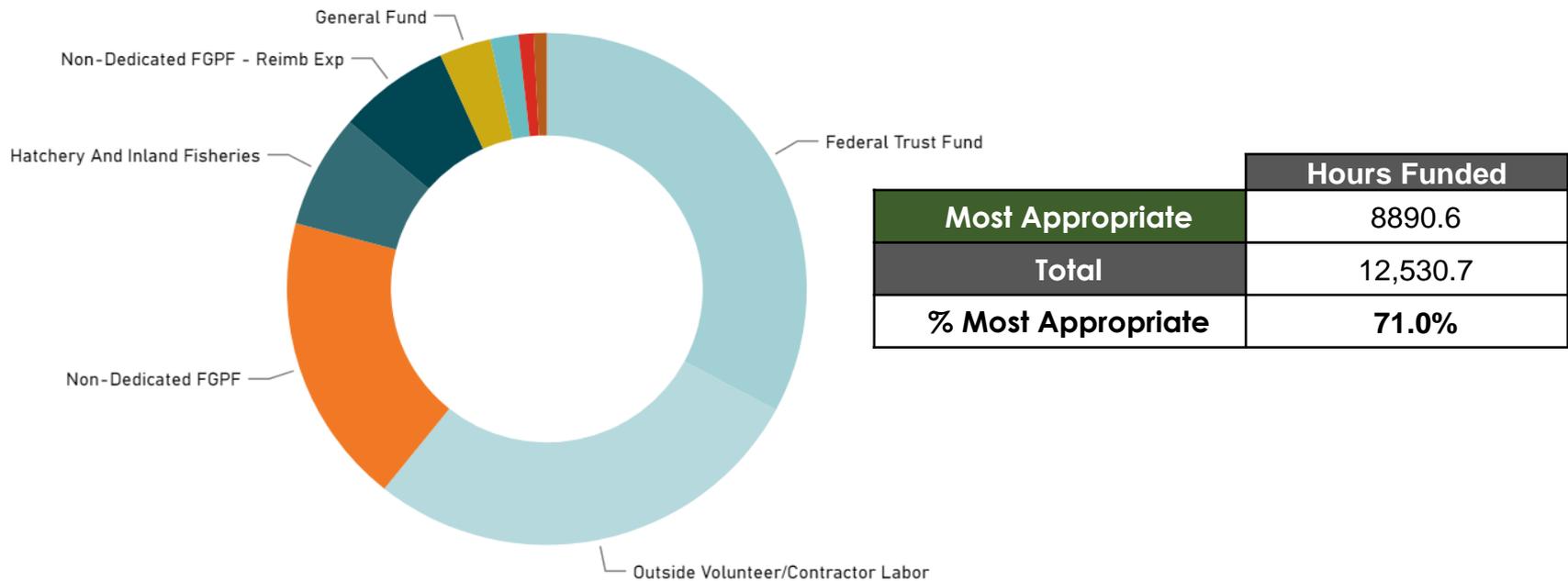
Non-Dedicated FGPF

	Hours Funded
Most Appropriate	0
Total	980
% Most Appropriate	0%

12. Classroom Aquarium Education Tasks Findings—

Based on clarified policy, approximately 71% of hours inputted for the Classroom Aquarium Education task category are supported by the most appropriate fund source

Policy: Tasks within the Classroom Aquarium Education task category should be funded by the **Federal Trust Fund, General Fund, or Reimbursements.**



Part 3: Additional Findings

Funding Flexibility

Funding Flexibility Overview

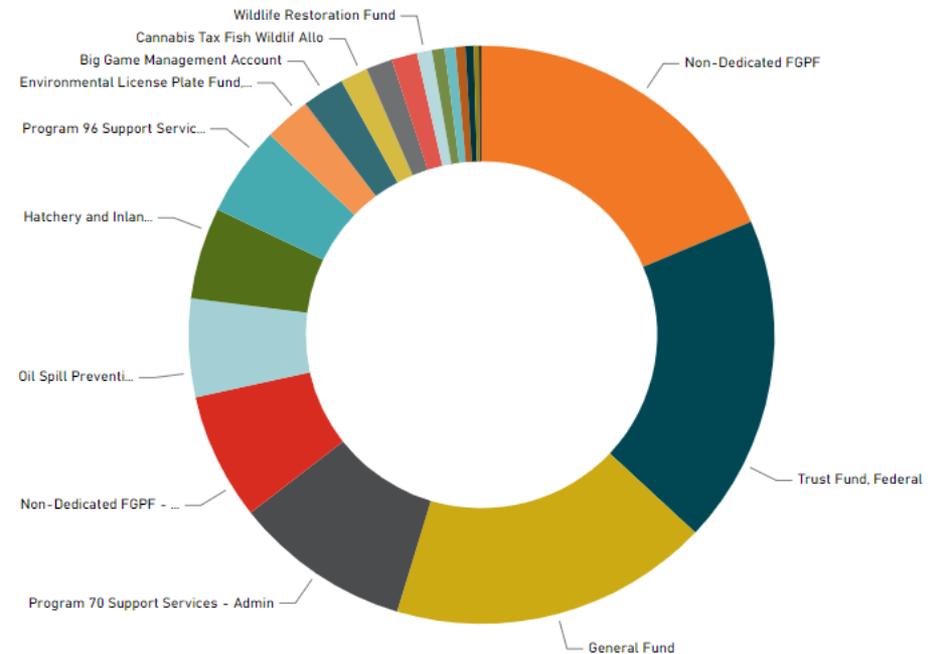
The funding structure of the department reflects the complex nature of the species, habitats and ecosystems located within the state

Organization: California Department of Fish and Wildlife

FY20-21 Enacted Budget: \$633 Million

Number of Funds: 60+

- General Fund
- Federal Trust Fund
- Fish & Game Preservation Fund
 - **29** sub-dedicated accounts
- **32** additional funds



FY2019-20 Current Level Staffing

Opportunities for Funding Flexibility

High hour gaps for subprograms with a large number of supporting fund sources could be more easily closed with flexible, sustained funding



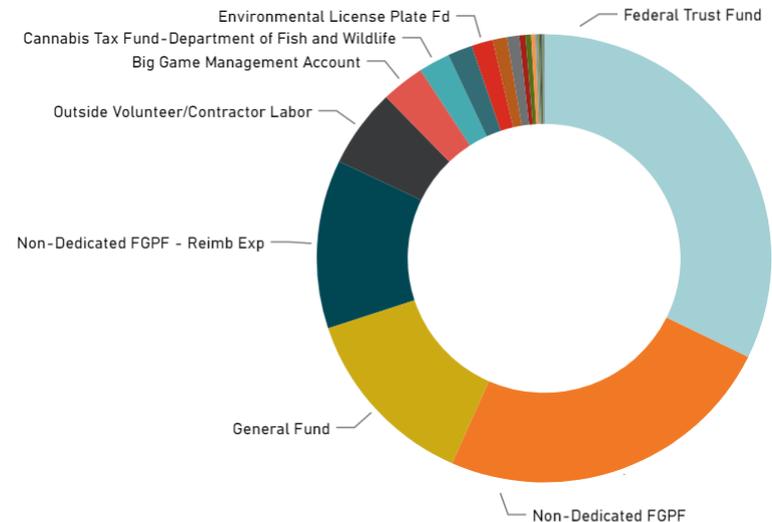
- Funding of SBB subprograms ranges from one funding source to 26 funding sources
- Performing a related suite of tasks with large numbers of fund sources and corresponding usage guidelines has proved challenging
- Subprograms found to have strong correlations between a large number of fund sources and gap size were assessed for potential benefits from consolidation

Funding Flexibility – Species Monitoring & Evaluation

The Species Monitoring & Evaluation subprogram is particularly constricted by a large number of most appropriate fund sources with diverse usage requirements

Subprogram: Species Monitoring & Evaluation

Primary Fund Sources: General Fund, Cannabis Fund, Environmental License Plate Fund, California Tire Recycling Management Fund, Bond Funds, Federal Trust Fund



Subprogram Analysis: Fund usage guidelines for existing Species Monitoring & Evaluation fund sources are governed by broad principles that provide the department flexibility to manage these funds. The SBB data suggests the department has applied its most flexible fund sources to address this subprogram because it lacks other dedicated fund sources.

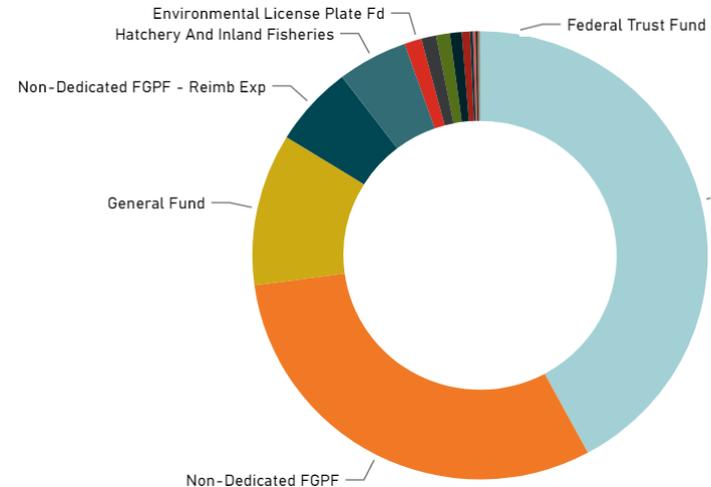
Flexibility Considerations: Consolidating existing species-specific and other fund sources with narrow fund usage guidelines may provide the department greater flexibility in targeting subprograms like this to address gaps in level of service.

Funding Flexibility – Recreational Fishing

The Recreational Fishing subprogram is supported by a large number of funding sources with specific usage requirements

Subprogram: Recreational Fishing

Primary Fund Sources: Fish & Game Preservation Fund – Non-dedicated, General Fund, Hatcheries & Inland Fisheries Fund, Federal Trust Fund, Bay Delta Sport Fish Enhancement Stamp, Steelhead Trout



Subprogram Analysis: The habitats and ecosystems that support recreational fishing species are generally not species-specific. SBB tasks needed to support recreational fishing, therefore, are also often not species-specific.

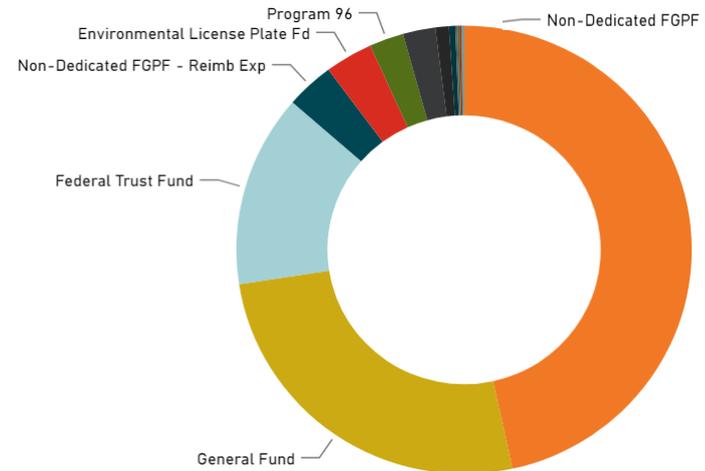
Flexibility Considerations: To allow for a more comprehensive and organized approach to supporting recreational fishing, existing recreational fishing-specific funding sources could be consolidated. Further consideration should be provided to consolidate the Hatcheries & Inland Fisheries, Bay Delta Sport Fish Enhancement Stamp, and Steelhead Trout funds.

Funding Flexibility – Commercial Fishing

Commercial fishing fees are deposited in both the dedicated and non-dedicated portions of the Fish & Game Preservation Fund

Subprogram: Commercial Fishing

Primary Fund Sources: Fish & Game Preservation Fund – Non-dedicated, General Fund, Dungeness Crab Account, Herring Research and Management, Commercial Augmented Stamp, Commercial Salmon Vessel Permit



Subprogram Analysis: The habitats and ecosystems that support recreational fishing species are generally not species-specific. SBB tasks needed to support commercial fishing, therefore, are also often not species-specific.

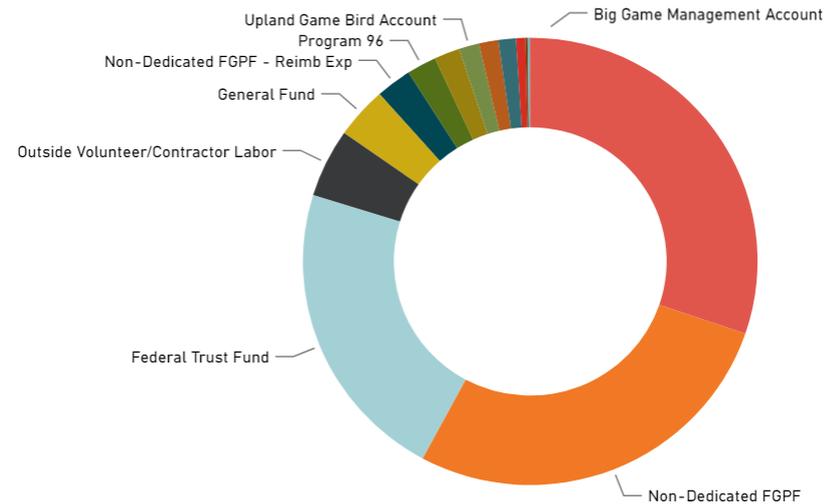
Flexibility Considerations: To allow for a more comprehensive and organized approach to supporting commercial fishing, existing commercial fishing-specific funding sources could be consolidated. Further consideration should be provided to consolidate commercial fishing fees deposited into the Fish & Game Preservation Fund Non-dedicated, the Dungeness Crab Account, the Herring Research and Management Fund, the Commercial Augmented Stamp Fund, and Commercial Salmon Vessel Permit Fund.

Funding Flexibility – Game

The Game subprogram is supported by a number of primarily fee-based accounts

Subprogram: Game

Primary Fund Sources: Big Game Management Account, State Duck Stamp, Upland Game Bird Account, Fish & Game Preservation Fund – Non-dedicated, Federal Trust Fund



Subprogram Analysis: The habitats and ecosystems that support game species are generally not species-specific. SBB tasks needed to support game species, therefore, are also often not species-specific.

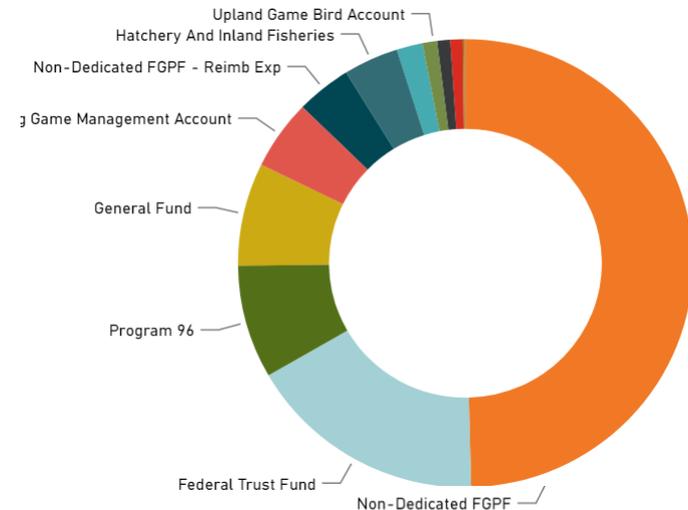
Flexibility Considerations: To allow for a more comprehensive and organized approach to supporting game species management, existing game-specific funding sources could be consolidated. Further consideration should be provided to consolidate the Big Game Management Account, State Duck Stamp, Upland Game Bird Account, and game-specific appropriations in the Fish & Game Preservation Fund – Non-dedicated.

Funding Flexibility – Non-Game & Fur Bearers

The Non-Game & Fur Bearers subprogram was identified as a group of tasks with no comprehensive fund appropriate to support the necessary activities

Subprogram: Non-Game & Fur Bearers

Primary Fund Sources: General Fund, Environmental License Plate Fund, Cannabis Tax Fund, California Tire Recycling Management Fund, Bond Funds (Prop 1 Expenditure Account)



Subprogram Analysis: Fund usage guidelines for existing Non-Game & Fur Bearer fund sources are governed by broad principles that provide the department flexibility to manage these funds. The SBB data suggests the department has applied its most flexible fund sources to address this subprogram because it lacks other dedicated fund sources.

Flexibility Considerations: Consolidating existing species-specific and other fund sources with narrow fund usage guidelines may provide the department greater flexibility in targeting these types of subprograms.

Funding Flexibility – Endangered Species Subprograms

While different in nature, all tasks related to the California Endangered Species Act (CESA) share similar primary fund sources

Subprograms: Endangered Species, Endangered Species Recovery, CESA 2081 (Permits, CESA 2081 (b) Permits, Consistency Determinations CESA 2080.1

Primary Fund Sources: General Fund, Environmental License Plate Fund, Cannabis Tax Fund, California Tire Recycling Management Fund, Bond Funds (Prop 1 Expenditure Account), Endangered Species Permitting Account (new account as of fiscal year 2019-20)

Subprogram Analysis: The subprograms listed above contain tasks that support the required department adherence to CESA. The SBB data suggests the department has applied its most flexible fund sources to address these tasks because it lacks other dedicated fund sources.

Flexibility Considerations: While a dedicated account has been established for certain CESA permitting activities, the department currently applies broad fund sources to the remaining CESA activities. Further consideration should be provided to the consolidation of species-specific funds and funds with narrow usage guidelines would provide the department greater flexibility for activities that can have habitat and multi-species benefits.

