

California Fish and Wildlife Strategic Vision Project
Sustainable Financing Working Group Issues Framework

Revised October 4, 2011

ISSUE	PROBLEM(S)	GOAL	EXAMPLE(S) OF WAYS TO ACHIEVE GOAL	TIE(S) TO DFG STRATEGIC INITIATIVES
Alternative Revenue Sources	Lack of revenue	Explore alternative revenue streams	<ul style="list-style-type: none"> - Review other states' successes and failures of creating alternative revenue streams - California State Parks model (builds constituency, able to advocate) 	
	Lack of revenue	Consider other states' methods of developing additional funding sources as possible options	<ul style="list-style-type: none"> - Broad sales tax - Sales tax on outdoor gear - Real estate transfer tax - Environmental license plate - Vehicle license fee - Retail water user fee - Landing tax expansion 	
	Lack of revenue	Establish more financial partnerships with federal government, non-governmental organizations (NGOs), private sector and other states.	<ul style="list-style-type: none"> - Partner with private sector, non-profits, NGOs, to manage California Department of Fish and Game (DFG) lands (e.g. AB 42, Huffman) - Leverage existing programs or partnerships - Create California State Parks Foundation model of dedicated supporters - Ensure firewalls are in place to prevent image of undue influence - Identify additional federal matching grant funding opportunities (e.g. Fisheries Restoration Grant Program) - Maximize in-kind contributions - Federal loan of personnel to DFG 	

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Fees	Existing fees do not always cover the full cost of programs	Sustainable user based fee programs	<ul style="list-style-type: none"> - Analysis of opportunities to adjust user-based fee structures - Align existing fee revenues with DFG priorities - Alternative revenue streams that could be substituted for commercial permits to promote sustainability (e.g. commercial fishing permits) - Assessment of fees that are collected and establish an open process for determining fees, process should include: - Assessment of cost for efficient programs - Define benefits of programs and who receives benefits (i.e. permit applicant, broader public) 	
Flexibility in funding	Groups lobby the legislature to secure DFG funding and budget allocations to particular projects/ initiatives. This creates an inability to change funding allocations as priorities shift.	Establish fiscal flexibility to track changing priorities over time. Balance flexibility with accountability.	<ul style="list-style-type: none"> - Create standardized policy for revenue collected for a specific use/delivery of service (e.g., level necessary to make a dedicated account cost effective) - Improve transparency of budgets and actions to reduce pressure for dedicated accounts 	

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Improve Efficiencies	DFG operations and program management are not always efficient or as effective as possible.	Manage programs and available resources efficiently and effectively	<ul style="list-style-type: none"> - Use technology to improve efficiencies - Create work plans and targets for staff - Use performance based management and/or performance based budgeting 	
		Integration between headquarter and region to improve operational costs	<ul style="list-style-type: none"> - Improve communication to ensure regions and headquarters are working towards the same goal and not duplicating efforts 	
		Improve integration between DFG and other state or federal agencies	<ul style="list-style-type: none"> - Establish financial partnerships - Build synergies on joint efforts to achieve like goals 	
Unbudgeted obligations	There is a disparity between desired and required outcomes and current funding levels - underfunded mandates	Match DFG's activities with necessary funding	<ul style="list-style-type: none"> - Review and prioritize un or under- funded mandates. <i>How do you attempt to prioritize these?</i> - Improve communication to limit duplicative actions (both within DFG and with other agencies) 	
Trust and Transparency	Lack of trust between stakeholders and DFG (and within DFG)	Improve accountability and transparency of programs and budgets	<ul style="list-style-type: none"> - New component drill – outputs and outcomes - Utilize information generated from identifying opportunities to leverage additional funding to improve efficiencies and effectiveness - Consider creating advisory committees for more DFG programs 	