California Department of Fish and Wildlife

SBB
SERVICE BASED BUDGETING

External Advisory Committee Meeting

Service Based Budgeting Project
Phase 1: Discover

April 8, 2019

SBB External Advisory Committee Meeting

Agenda

Welcome, Introductions and Opening Remarks	**10 min.**
Overview Presentation on Service Based Budgeting Project	**60 min.**
Initial Questions and Recommendations for Service Based Budgeting Project	**30 min.**
Future Meetings	**10 min.**
Public Comment for Items not on the Agenda	**10 min.**

Welcome, Introductions and Opening Remarks

External Advisory Committee Overview

Purpose

The External Advisory Committee will advise the California Department of Fish and Wildlife (CDFW) Service Based Budgeting (SBB) Project Team on conducting a service based budget review

The External Advisory Committee builds upon CDFW's Strategic Vision Stakeholder Advisory Group to represent a diverse range of interests:

- *Advocacy groups*
- *Agriculture*
- *Business & Industry*
- *Commercial Fishing*
- *Federal Government*
- *Hunting*
- *Labor*
- *Landowners*
- *Local Government*
- *Marine Resources*
- *Nonprofit Conservation Organizations*
- *Other*
- *Science/Education*
- *Sport Fishing*
- *State Government*
- *Tribal Governments*
- *Water*

Using the Strategic Vision Stakeholder Advisory Group as the starting point, the Department invited one representative from interest organizations across the above interest areas. **All interested individuals and groups are welcome to attend and participate in External Advisory Committee meetings.**

External Advisory Committee Overview

Objectives

Represent

Represent your interests and perspectives in External Advisory Committee meetings to inform the SBB project

Review

Review SBB project documentation and advise the SBB project team for each project milestone

Relay

Relay information to your interest communities to support effective and informative communication about the SBB project

Department Introductions

SBB Project Core Team

- Chuck Bonham, Director
- Valerie Termini, Acting Chief Deputy Director
- Gabe Tiffany, Deputy Director, Administration
- Stafford Lehr, Deputy Director, Wildlife and Fisheries Division
- Tom Lupo, Deputy Director, Data & Technology Division
- Nathan Voegeli, Attorney and Tribal Liaison (Project Manager)
- Whitney Albright, Climate Change Specialist (Project Lead)

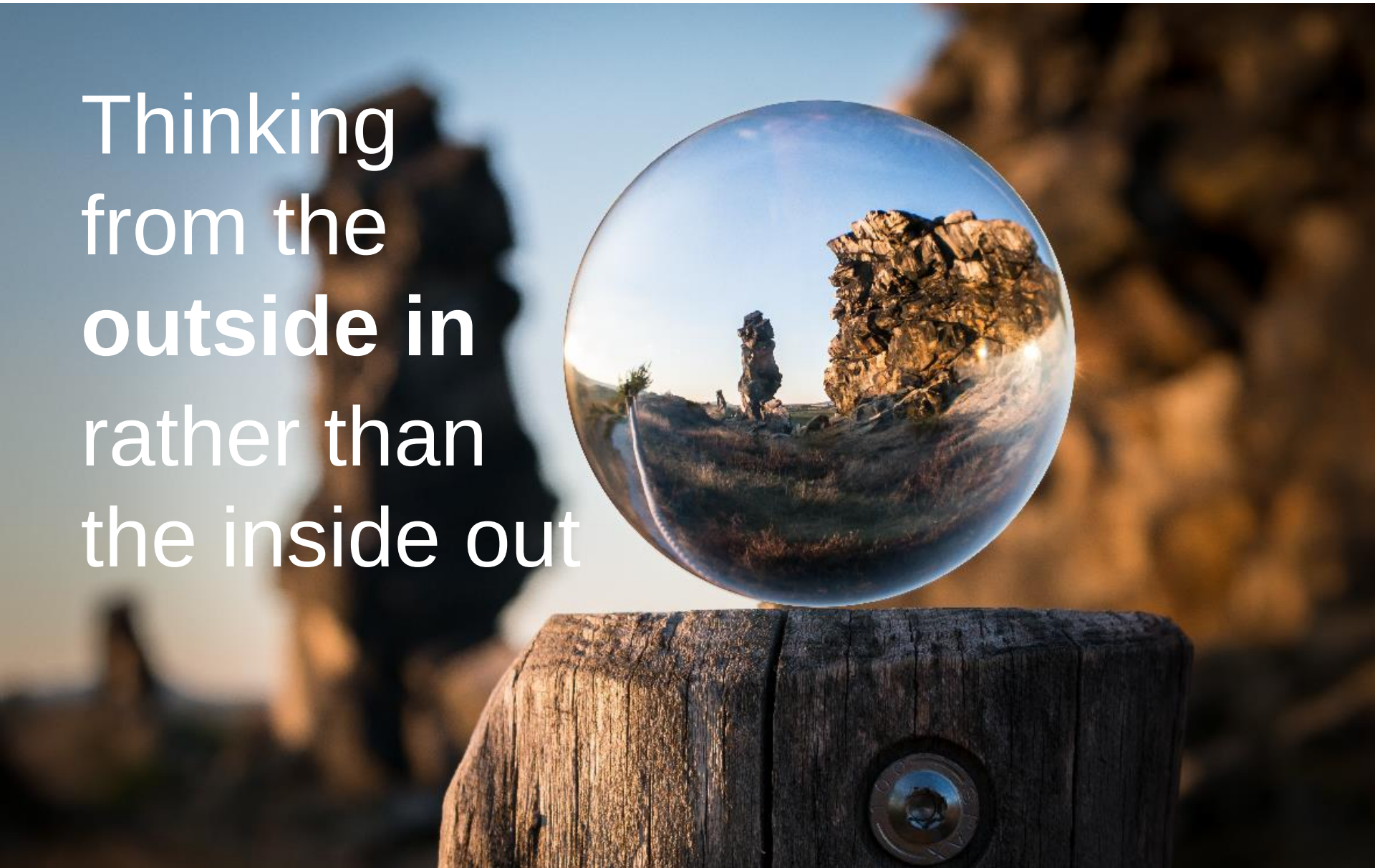
Office of Communications, Education, and Outreach (OCEO) and Office of Legislative Affairs

- Jordan Traverso, Deputy Director, OCEO
- Clark Blanchard, Assistant Deputy Director, OCEO and Acting Deputy Director, Office of Legislative Affairs

Department Leaders and SBB Project Team Members In Attendance

The Service Based Budgeting Project

The Service Based Budgeting Project



The Service Based Budgeting Project

Our Mission Statement

To manage California's diverse fish, wildlife, and plant resources, and the habitats upon which they depend, for their ecological values and for their use and enjoyment by the public.

Overview Presentation on Service Based Budgeting Project

A New Budgeting Approach

The Department is embarking upon a new approach to budgeting that aligns directly with its Mission

1. **SBB is a fresh approach** to facilitate the development of the Department's annual budget.
2. **SBB will allow CDFW to tell its story** by describing its organization in terms of services it provides to the public.
3. **SBB will help inform the future budget** based on the costs of operational tasks and activities that make up the services the Department provides.

What SBB is <u>not</u>

A Department Restructuring	A Funding Decision	A Fixed Analysis
While SBB may highlight areas for efficiency improvement, restructuring the Department is not the intent of SBB	*Although SBB will demonstrate which services require additional funding, funding changes are not part of SBB*	*SBB tasks and service levels should be reviewed each year in advance of the budget cycle*

How We Arrived Here

CDFW's 2012 Strategic Vision, 2017 Expenditure Concept, and the 2018 Budget Bill of the Senate are drivers of SBB

1

California Fish and Wildlife Strategic Vision (2012)

- "Dedicated funds restrict DFG's ability to set priorities. Seek Legislative Support to combine funds."
- "DFG must find a way to be relevant to 100% of California's population."
- "Require open and transparent accounting within DFG to build public confidence in how funds are managed."

2

Expenditure Concept (2017)

- "One of the most visited, but ultimately unresolved issues for CDFW is how to provide the department with sustainable financing."
- "An efficient and responsive department is an essential ingredient in the state's commitment to the environment and the economy."

3

Budget Bill of the Senate (2018)

- SBB was successfully implemented at Parks & Recreation
- CDFW is asked to define service standards, staffing levels, and activities required to meet its Mission

SB 854 (Fish & Game Code § 712.1) Overview

By April 15, 2021, the Department will report to the Legislature regarding the incorporation of SBB findings into its operations and budget as well as proposed operational and budget changes

The service based budget review shall study and report on all of the following

Define service standards to meet mission

Detail cost estimates and staffing requirements

Compare current service levels to identified standards

Analyze revenue structure and funding

Strategic Vision Goals

SBB further assists the Department in achieving the goals set forth in the 2012 Strategic Vision

Strategic Vision Goals		SBB Benefits
1	*Strong Relationships with Other Agencies, Governments, Organizations and the Public*	1 • Stakeholder Communication • Cost Transparency • Information Consistency
2	*Highly Valued Programs and Quality Services*	2 • Increased Programmatic Understanding • Performance & Risk Management
3	*An Effective Organization*	3 • Data Driven Decisions • Organizational Alignment • Reporting Flexibility
4	*An Efficient Organization*	4 • Operational Efficiency

How Does SBB Work?

SBB is a budgeting approach that identifies the tasks needed to accomplish the Department's Mission

Task-based

Subject matter experts (SMEs) develop a list of service-specific activities, referred to as tasks, that align with the Mission

Labor-focused

SBB collects labor hours desired per task ("Mission level"), and now spent per task ("current level")

Organized by service

Subject matter experts create task lists for distinct services that represent all of the activities that occur within the Department

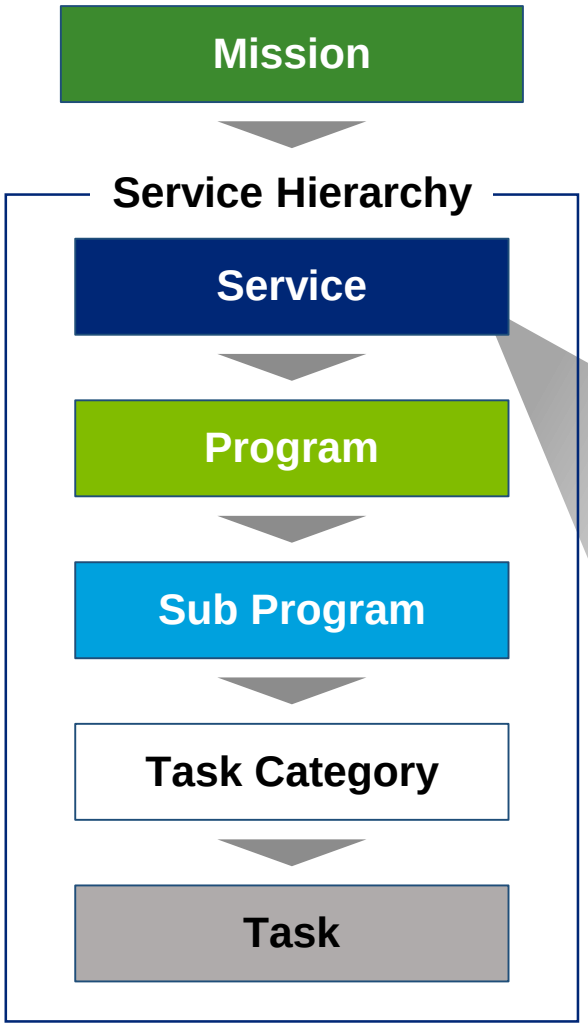
Annual process

This SBB version is being designed for FY20-21. SBB tasks and service levels should be reviewed each year in advance of the budget cycle

What We Do

The Mission Statement has been categorized into 7 core service areas

SBB Model



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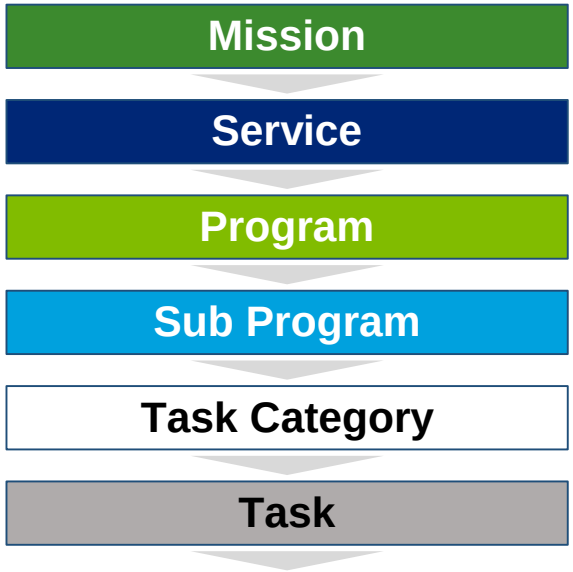
CDFW Service Areas

- Public Use & Enjoyment
- Species & Habitat Conservation
- Permitting & Environmental Protection
- Law Enforcement
- Lands & Facilities
- Education & Outreach
- Support Services

SBB Data Will Inform Future Budgeting

Current Phases of SBB Review

Task Catalog and Service Level Data Collection



Task Justification

SBB data will provide the justification (i.e., mandate, operational necessity, industry standard) for tasks the Department performs.

Service Level Gaps

SBB will identify the gaps between the mission level of service and the current level of service for each task.

Future Budget Analysis Informed by SBB Data

Cost Analysis

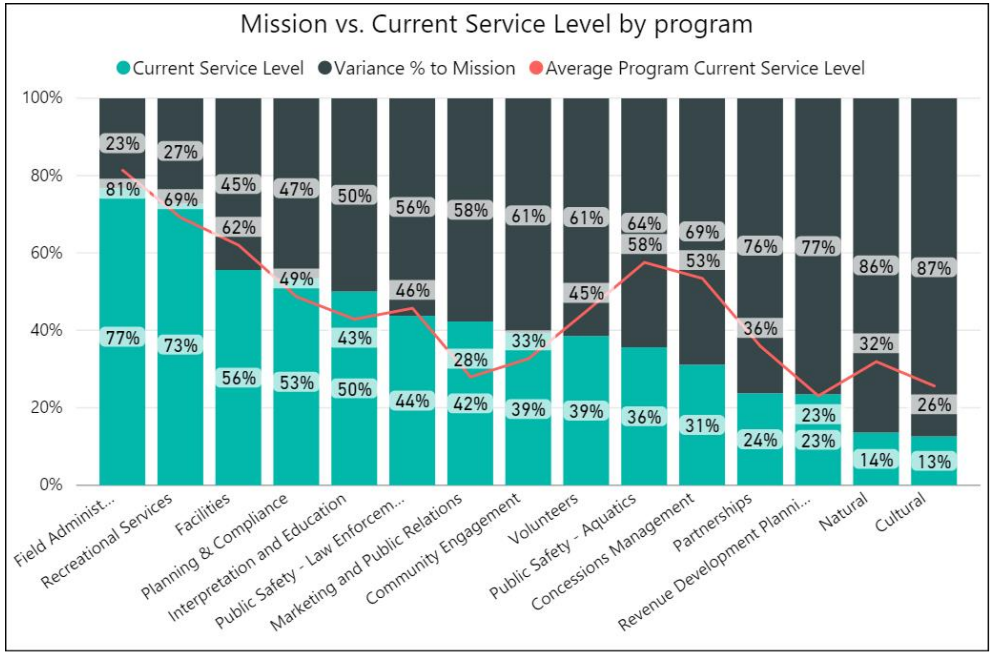
SBB data will be used by CDFW to determine the labor cost of Department tasks at the current and mission levels of service.

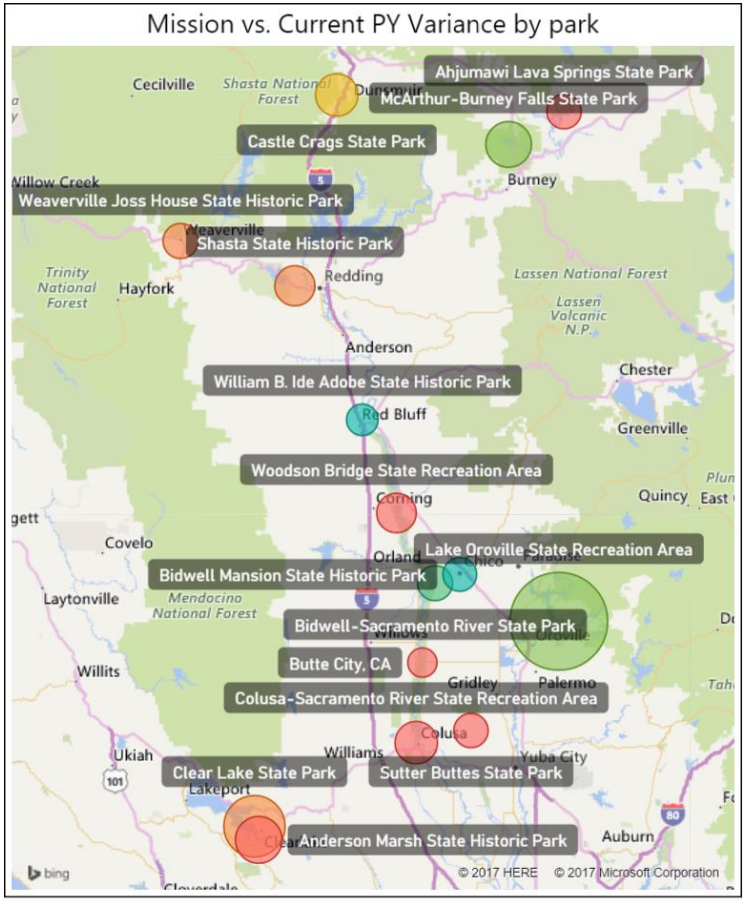
Revenue Source Analysis

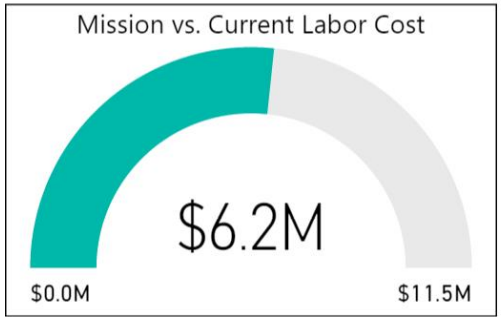
The SBB task catalog will enable the Department to identify existing funding sources supporting particular tasks and gain visibility to tasks that could benefit from a different allowable or more appropriate funding source.

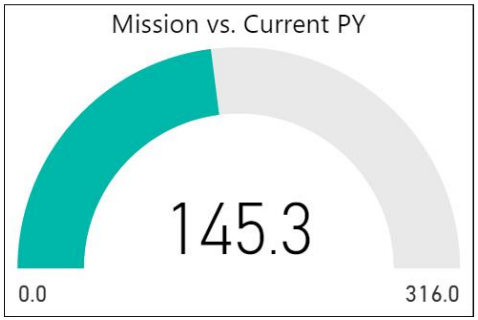
Dashboard Analytics Enabled by SBB Data

Interactive reports and dashboards will enable CDFW to track key performance metrics and facilitate data-driven decision making









Graph Description
Size of bubble indicates variance PY. Color of bubble indicates variance % to mission

DATA FOR ILLUSTRATIVE PURPOSES ONLY FROM CA DEPT. OF PARKS AND RECREATION SBB PROJECT

Discover Phase

Phased SBB Approach

The implementation will occur over two years with distinct phases

Jan. 2019 – Apr. 2019	Apr. 2019 – Jun. 2019	Jun. 2019 – Sept. 2019	Sept. 2019 – Apr. 2020	Apr. 2020 – Apr. 2021
3 months	2 months	3 months	7.5 months	12.5 months
Discover	**Analyze**	**Design**	**Operationalize**	**Report**
Activities				
• Develop detailed project plan • Develop SBB framework and program structure • Collect SBB data	• Analyze current SBB services • Perform gap analysis to desired service levels • Execute stakeholder engagement plan	• Design future state budget and allocation process • Develop functional requirements for tool • Execute stakeholder engagement plan	• Prepare Proof of Concept for SBB Tracking System (Tool) • Drive user acceptance testing • Develop training materials and conduct training	• Legislative oversight hearings re: status by April 15, 2020 • Final SBB review report to Legislative committees and LAO by January 15, 2021 • Legislative oversight hearings by April 15, 2021
Deliverables				
• Approach and Timeline • Subject matter expert selection and training • SBB Taxonomy and Methodology • Stakeholder Engagement Plan	• Task Measurement and Performance Calculation • Stakeholder Engagement Sessions	• Department SBB Structure • Tool Functional Requirements • Stakeholder Engagement Sessions • Final Project Status Report	• Testing Results • Training Completion Report • Project Completion Report	• Oversight Hearing Materials • Final SBB Review Report

Current Scope > > > > > > > > > > > > **Future Phases > > > > >**

SBB Discover Phase Review

Executive Summary

CDFW has made strong and timely progress on the SBB Review and is completing the initial phase (the Discover Phase) on schedule.

Project Plan

- A detailed SBB implementation project plan, including the project approach and timeline, has been developed and approved

Framework and Service Structure

- The SBB framework and service structure have been developed by a broad set of CDFW executive leaders
- SBB task data has been collected from across the Department according to the SBB service structure

Stakeholder Engagement

- The Department is proactively engaging internal and external stakeholders through a variety of channels and methods to:
  - Build awareness and understanding of the SBB project
  - Obtain input and feedback on project activities

Deliverables

- All Discover Phase deliverables have been completed:
  - Approach and Timeline
  - Subject matter experts election and training
  - SBB taxonomy and methodology
  - Internal stakeholder engagement plan
  - External stakeholder engagement plan

SBB Discover Phase Review

Key Accomplishments

Governance	The SBB project governance teams have been assigned by the Director and established to lead, advise, and coordinate project activities.
Project Plan	The project approach and timeline have been established. *(Contract Deliverable #1: Approach and Timeline)*
What We Do Chart	CDFW SBB services, programs, and sub programs have been defined by a broad group of leaders and shared publicly for feedback.
Subject Matter Expert Selection and Training	Subject matter experts were selected and trained on the SBB methodology to develop a full list of tasks the Department performs to meet its mission (the SBB task catalog). *(Contract Deliverable #2: Subject Matter Expert Selection and Training)*
Task Catalog Buildout	Subject matter experts have developed the SBB task catalog for Executive Working Group review. *(Contract Deliverable #3: SBB Taxonomy and Methodology)*
Stakeholder Engagement	Internal and external stakeholder engagement and communications plans have been established and activities are well underway. *(Contract Deliverables #4 and #5: Int. and Ext. Stakeholder Engagement Plans)*

Project Governance

The SBB project is a collaborative and collective effort across the Department to define the Mission level of service, analyze current service levels, and inform external groups

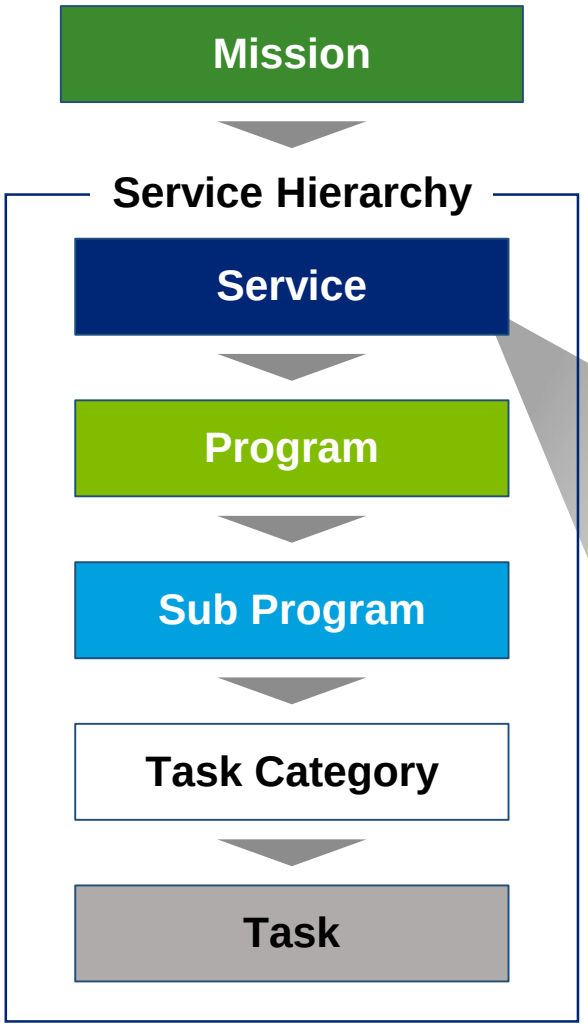
Groups	Description
Core Team	• Make project-level decisions and manage project activities • Drive the SBB model and process design • Guide the task catalog development • Communicate project status and accomplishments
Executive Working Group	• Inform and advise project decisions • Own overall process management • Communicate SBB process to Divisions and Regions • Identify subject matter experts • Review and validate SBB data
Subject Matter Experts and Data Collection Respondents and Validators	• Develop list of tasks and activities performed by Department staff • Lead collection of Mission level of service needed for tasks and current level of service provided for tasks

For more information, see the Project Team List on the SBB webpage.

What We Do

The Mission Statement has been categorized into 7 core service areas

SBB Model



Mission Statement

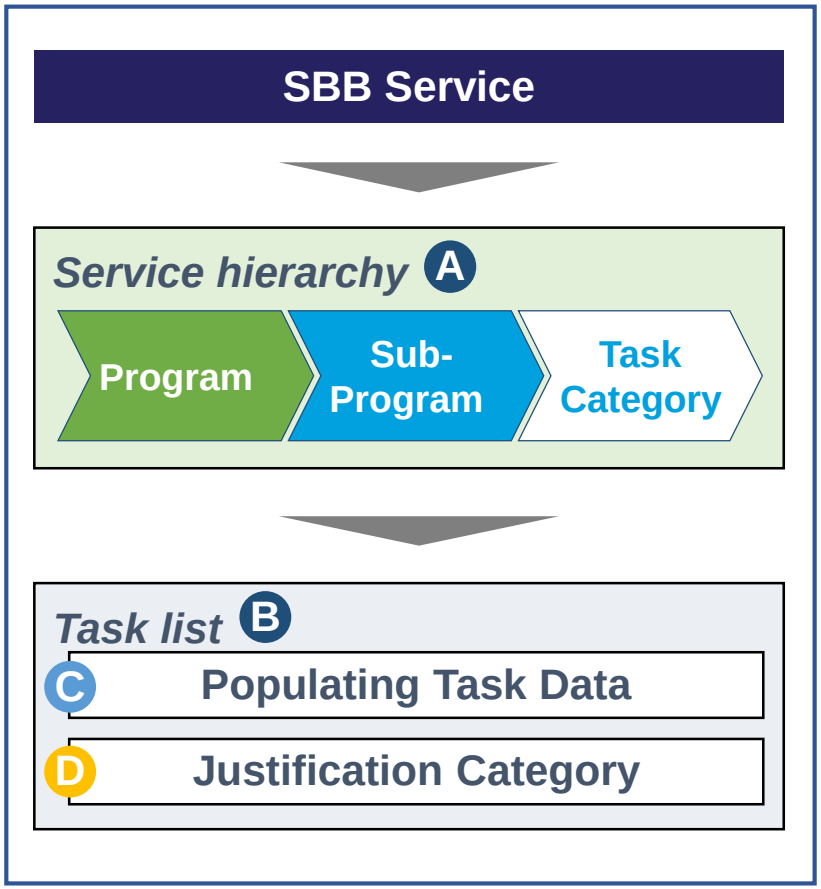
To manage California's diverse fish, wildlife, and plant resources, and the habitats upon which they depend, for their ecological values and for their use and enjoyment by the public

CDFW Service Areas

- Public Use & Enjoyment
- Species & Habitat Conservation
- Permitting & Environmental Protection
- Law Enforcement
- Lands & Facilities
- Education & Outreach
- Support Services

SBB Components

Subject matter experts created a catalog for each of the 7 core services that captures all of the tasks required to achieve the Department's Mission, for review by the SBB Executive Working Group



A Service hierarchy
Shows the hierarchy of tasks from service to program to sub-program to task category and to tasks

B Task list / levels
Contains a menu of tasks, developed by subject matter experts, from which regional staff will select as needed to fully achieve the mission of the service at their site

C Populating task data
Includes labor hours, desired performance and the most appropriate labor classes needed to complete each task

D Justification category
Refers to criteria, internal or external to the department, that justify why the task should be performed

CDFW's "*What We Do*" Chart

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CDFW's Mission: To manage California's diverse fish, wildlife, and plant resources, and the habitats upon which they depend, for their ecological values and for their use and enjoyment by the public.

Public Use & Enjoyment	Species & Habitat Conservation	Lands & Facilities	Support Services	Education & Outreach	Permitting & Environmental Protection	Law Enforcement
General Recreation	Species	Public Access Facilities	Species and Habitat Mapping	Communications	Environmental Review	Enforcement
Fishing & Hunting	Habitats & Ecosystems	Hatcheries	IT Operations & Systems	Education	Management & Research Permits	Professional Standards
	Grant Opportunities	Lands	Engineering	Outreach	Development Permits	Public Safety
			Admin		Oil Spill Response	
			Fish & Game Commission			
			Science Integration			
			Field Operations			
			Laboratories			
			Legislative Affairs			
			Legal			

As of April 2, 2019. Subject to additional refinement.

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Public Use & Enjoyment Service Chart Example (From Service to Task Category)

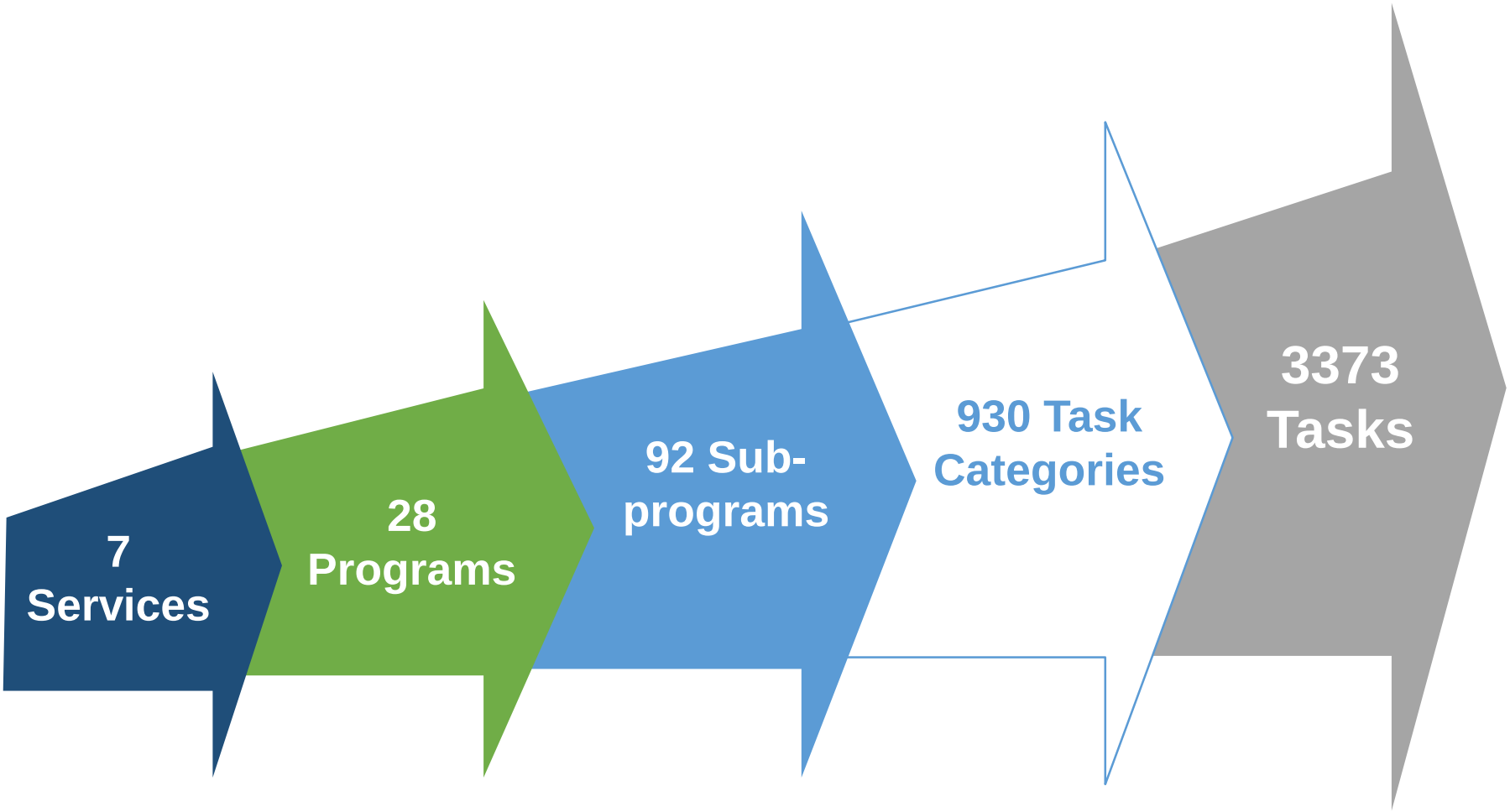
Note: This is an excerpt of Public Use & Enjoyment task categories for exemplary purposes. Not all task categories shown.

- **Public Use & Enjoyment** (Service)
  - **Fishing and Hunting** (Program)
    - **Game** (Sub-Program)
      - Management (Task Category)
      - Public-Private Land Mgmt. Programs (Task Category)
      - Regulations (Task Category)
    - **Non-Game & Fur Bearers** (Sub-Program)
      - Management (Task Category)
      - Regulations (Task Category)
    - **Recreational Fishing** (Sub-Program)
      - Digital Access/ Management (Task Category)
      - Emergency Response (Task Category)
      - Environmental Compliance (Task Category)
      - Fish Stocking (Task Category)
      - Permitting (Task Category)
    - **Commercial Fishing** (Sub-Program)
      - Commercial Reporting (Task Category)
      - Data Sharing (Task Category)
      - Legal (Task Category)
      - Licensing (Task Category)
      - Monitoring and Evaluation (Task Category)
    - **Aquaculture** (Sub-Program)
      - Aquaculture Fees Review (Task Category)
      - Aquaculture Permitting (Task Category)
      - Aquaculture Permitting Process (Task Category)
      - Aquaculture Disease Management (Task Category)
      - Other Species Permits (Task Category)

As of April 2, 2019. Subject to additional refinement.

SBB Data Quantity

Supporting 7 core services, over 3,000 tasks required to fulfill CDFW's mission were identified by trained subject matter experts



As of April 2, 2019. Subject to change.

Populating Task Data

Along with a name and description for each task, subject matter experts determined the appropriate labor classification(s), corresponding time to complete the task, the frequency per year, the the desired performance level and additional budget factors

Who?

Which **labor classification(s)** should perform the task?

How Long?

How long does it take to complete the task?

How Often?

The optimal **frequency** to perform the task to completion

How well?

Description of what the **desired performance** would look like

What else?

Description of **any additional budget factors** related to a given task, representing a material factor in how the budget would be calculated

Task Justification

Subject matter experts provided one or more justification categories that explain why the task is performed

Task Justification Process

1. For each task, subject matter experts **selected one or more justification categories** from the list below to inform why the task is performed. Justification categories are not mutually exclusive.
2. If the justification is based on legal mandate or policy, subject matter experts listed the **specific law or policy** relevant to the task—if known.
3. Subject matter experts also provided **justification notes** to briefly explain how the justification category is applied for the specific task.

SBB Justification Categories

Justification Category	Description
❑ Legal Mandate	Tasks mandated by existing legislation or other regulatory requirements
❑ State or Departmental Policies	Practices outlined in state or departmental mandates, e.g., operations manuals and control agency memos
❑ Professional and/or Industry Standards	Documented processes, methods, and protocols proven to be effective through a broad array of similar circumstances outside of departmental practices alone
❑ Operationally Necessary	Best practices that prove to reliably lead to a desired result through experience and research
❑ Constituent Expectation/Demand	Tasks that various constituents rely on from the Department that are not under mandate

SBB Model Components

The SBB model consists of 3 key components: the task catalog (CDFW's "What We Do" Chart), service glossaries, and the labor calculation

Task Catalog

A comprehensive list of tasks and activities with information identified by SBB subject matter experts to achieve the Department's Mission

Service Glossaries

Supplemental information developed as needed for services or tasks to provide additional service-specific guidelines and task criteria

Labor Calculation

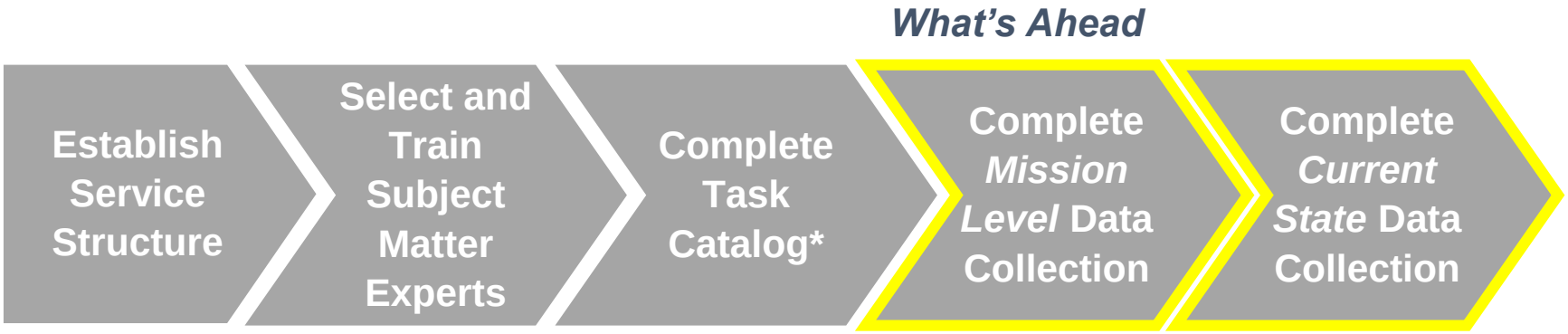
Formula to calculate SBB labor hours based on subject matter expert's recommendation of labor class and task time

SBB Discover Phase to Analyze Phase

Upcoming Activities

Mission and Current Service Level Data Collection	Desired and current service level data for Department tasks will be collected for each service across all Regions and Branches.
Data Validation	Regional Managers, Branch Chiefs, and similar roles will validate and submit service level data for review by the SBB Executive Working Group.
Task Measurement and Performance Calculation	Labor hours for each task will be multiplied by frequency and multiplier counts to obtain annual task hours at the mission level of service. Current levels of service will be collected through allocation of actual staff time.
Service Level Gap Analysis	An analysis of the difference between mission and current service levels will be conducted for each of the core services to inform future budgeting.
Stakeholder Engagement	Project documentation, communications, and meetings will continue to engage, consult with, and obtain feedback from internal and external stakeholders. **External Advisory Committee Public Meetings:** The Department will gather external stakeholders for public meetings to review and provide feedback on each project phase.

SBB Journey



Mission	The Department's services to the public (or internal users) are grouped based on common intended results
Service	Each service breaks specific functions into programs to capture more concrete operational components
Program	Each program is further divided into sub-programs if needed
Sub-program	Each sub-program contains task categories that group together similar tasks
Task category	Distinct tasks show what the department does to accomplish its mission
Task	**SBB service level data** entered at the task level

**The SBB task catalog is subject to further refinement and will continue to be vetted and reviewed by SBB project team members and stakeholders throughout data collection activities*

Mission Level Data for Tasks

Example: Hunter education class

Mission								
Formula	**Labor Hours**	x	**Frequency**	x	**Multiplier Count**	=	**Annual Task Hours**
Question	**What is the ideal labor class and hours required to complete each task?**		**How many times a year should the task happen to be complete?**		**How many times should the task be repeated when it happens?**		**How many labor hours were needed for the task per year?**
Example	How much Fish & Wildlife Warden and Volunteer time is needed?		How many times a year should the class be offered for a new hunter?		Number of hunter education classes offered (entered by region)?		How many hours are needed from Warden and Volunteer for Hunter Ed per year?
	11.5 hours (Warden); **11.5 hours** (Volunteer)	x	**1**	x	**24** [ideally offered two times a month]	=	**276 hours (Warden) + 276 hours (Volunteer) = 552 hrs**
	Subject Matter Expert input				**Mission level data collection exercise**		

Current State Data for Tasks

After the mission level data collection, current state data will be collected via labor hours of actual positions

Current

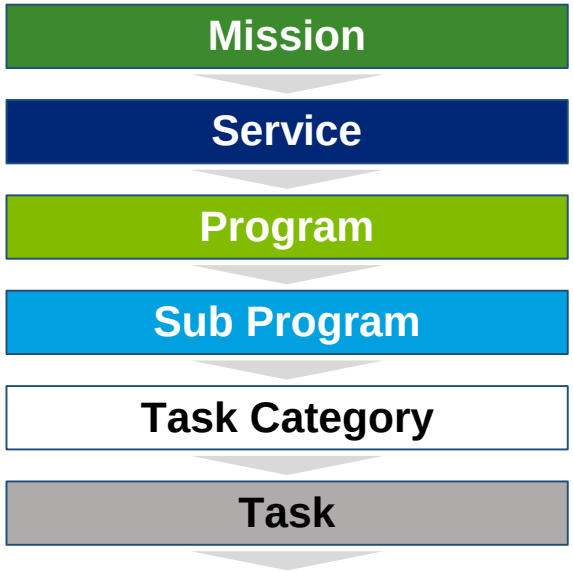
Regional staff will assign the working hours of each position in their region to the applicable tasks currently performed by that position

Labor Classification	Services	Tasks	Hours
Environmental Scientist	Fishing and Hunting	Species management plan updates	630
	Permitting & Environmental Protection	Processing scientific collecting permits	360
	Public Use & Enjoyment	Mammal regulation booklets	270
	Species & Habitat Conservation	Watershed grants proposal review	180
	Species & Habitat Conservation	Human/Wildlife conflict management	180
	Education & Outreach	Human/Wildlife information materials	90
	Law Enforcement	Nuisance wildlife response	90
		Total allocated	**1,800**

SBB Data Will Inform Future Budgeting

Current Phases of SBB Review

Task Catalog and Service Level Data Collection



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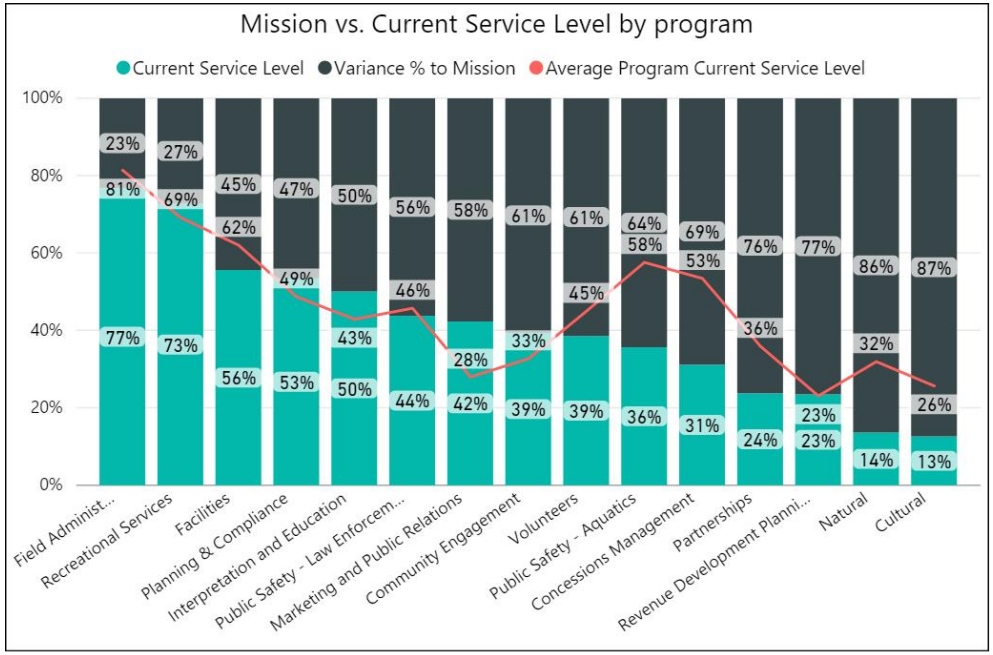

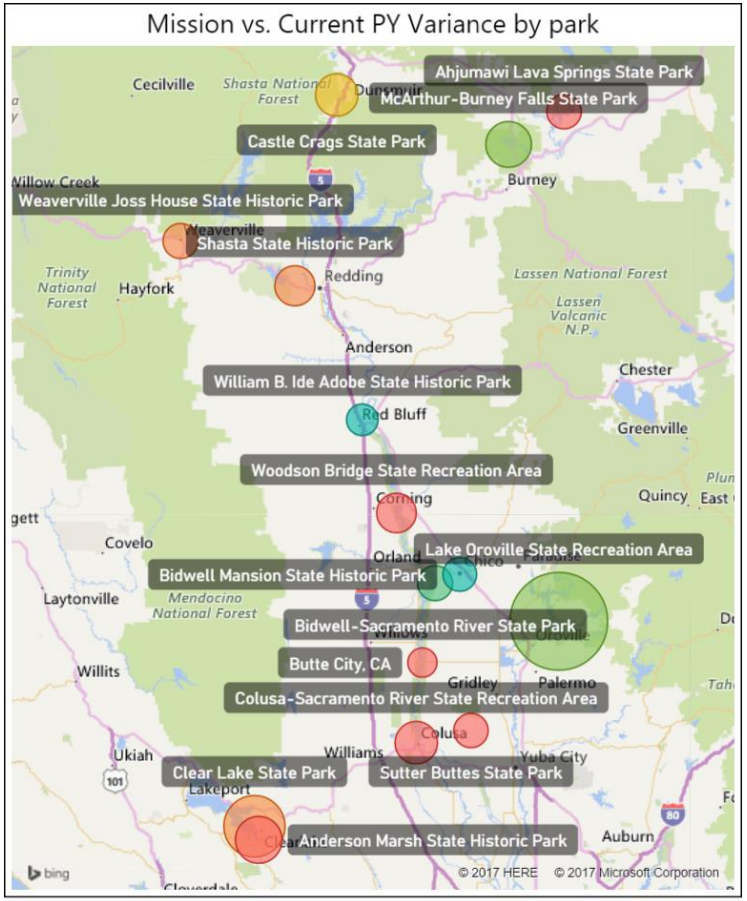

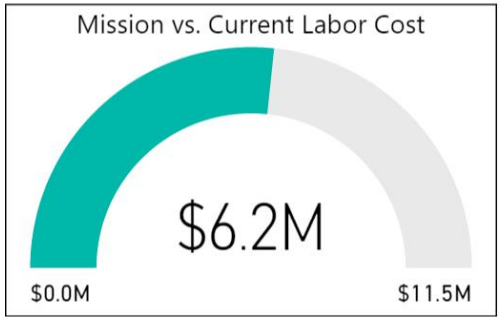

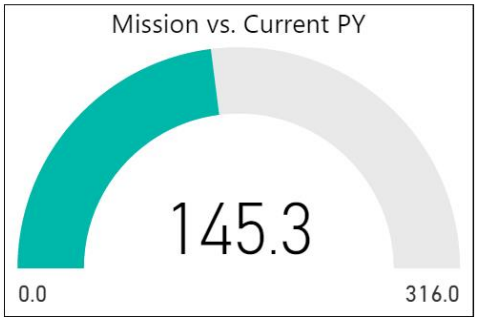

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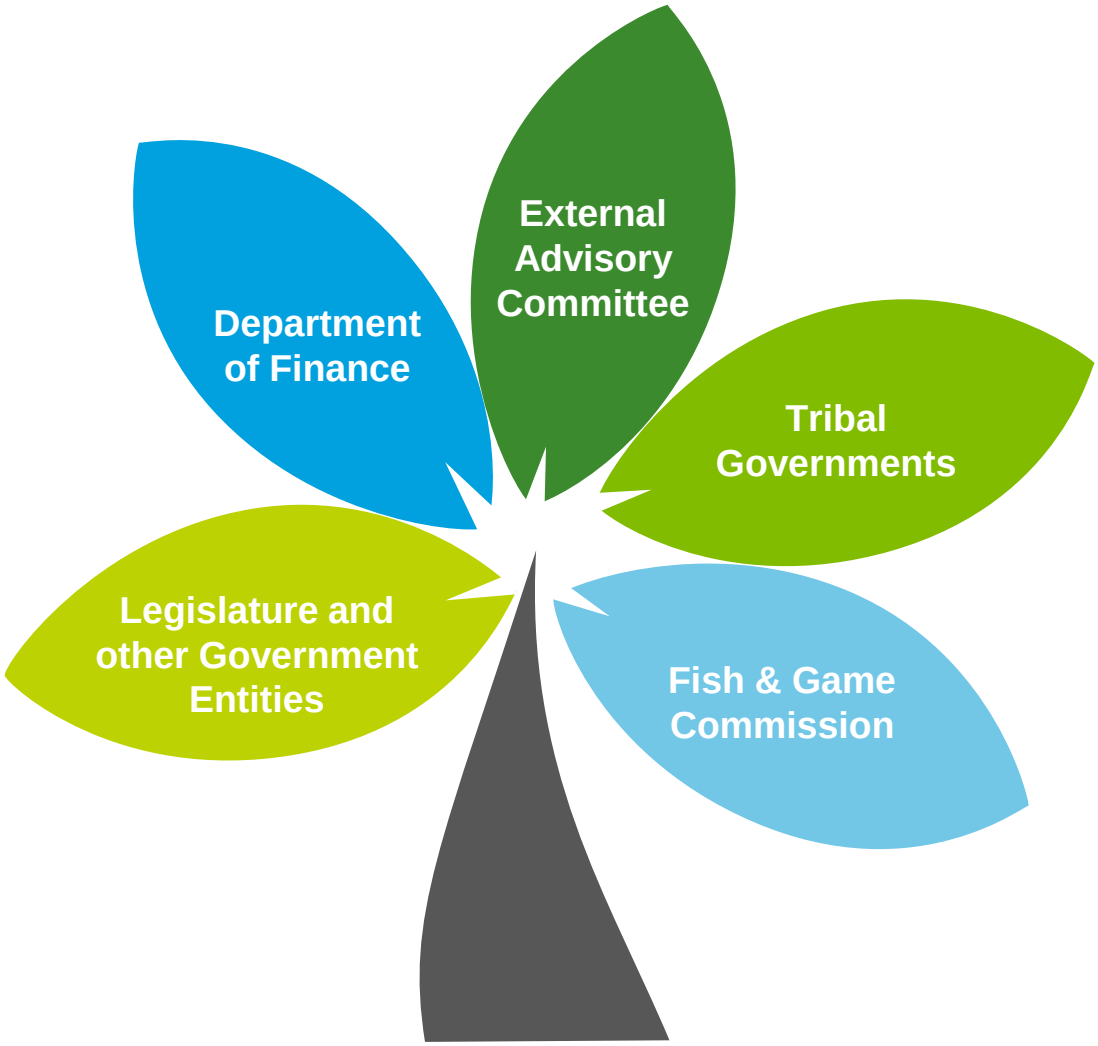
External Stakeholder Engagement

SBB External CDFW Stakeholders

CDFW is committed to engaging a diverse range of external stakeholders over the course of the SBB review



SBB External Advisory Committee

Purpose

The External Advisory Committee will advise and support the CDFW SBB Project Team in conducting a service based budget review.

The External Advisory Committee builds upon CDFW's Strategic Vision Stakeholder Advisory Group and is assembled by CDFW SBB project leadership to represent a diverse range of fishing and hunting interests, non-profit conservation organizations, landowners, scientific and educational interests, and others dedicated to habitat conservation and the use and protection of public trust resources.

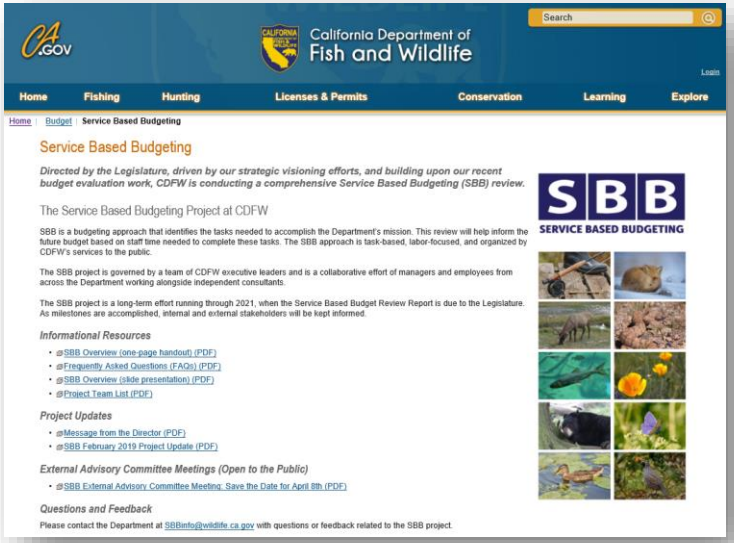
Objectives

- Represent a broad and diverse range of interests and perspectives in External Advisory Committee meetings to inform SBB review
- Review SBB project products and provide feedback to SBB project team for each project milestone
- Support effective and informative communication with the broader CDFW stakeholder community and public about the SBB project, benefits, and outcomes

Communicating Progress and the Path Forward

The CDFW SBB webpage and inbox were established to provide relevant and timely progress updates to external stakeholders, address questions, and obtain feedback

SBB Webpage *(https://www.wildlife.ca.gov/Budget/Service-Based-Budgeting)*



- The **SBB Webpage** is a dedicated online space publicly accessible from the CDFW website homepage for external stakeholders to access informational resources and feedback channels for the SBB project.
- Progress update materials are posted to the SBB webpage along with a suite of informational resources, progress draft materials, communication archives, project team information, and a **dedicated inbox (SBBinfo@wildlife.ca.gov)**

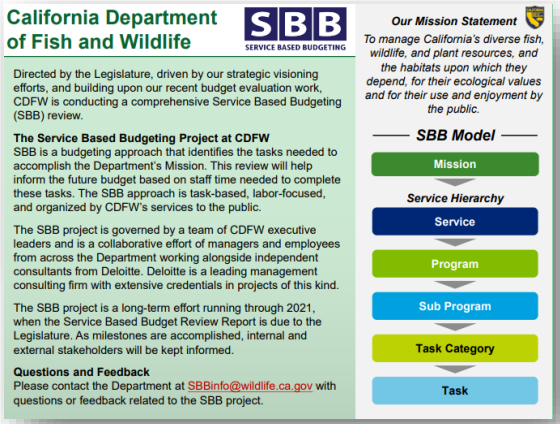
Building Awareness and Support

An SBB overview presentation, one page overview, and frequently asked questions are available to support external SBB awareness and understanding

SBB Overview

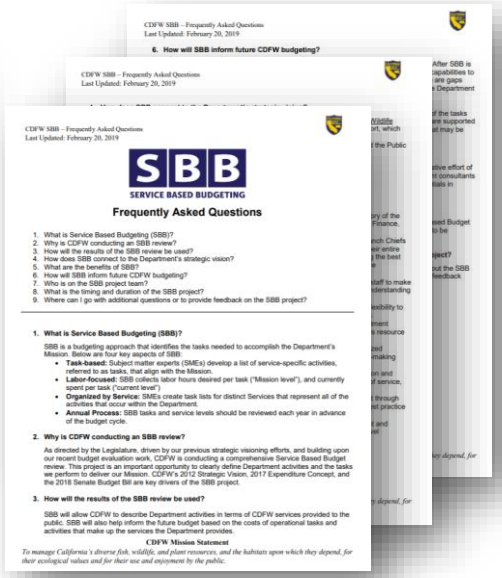
- The **SBB Overview Presentation** is a detailed informational resource that is supplemented with reader notes for external stakeholders to review

SBB One Page Overview



- The **SBB One Page Overview** is a convenient and brief informational resource for stakeholders to easily review at-a-glance

SBB FAQs



- The **SBB Frequently Asked Questions** resource captures common questions and answers to support stakeholder understanding

Initial Questions and Recommendations for Service Based Budgeting Project

Future Meetings

Phased SBB Approach

The implementation will occur over two years with distinct phases

Jan. 2019	Apr. 2019	Jun. 2019	Sept. 2019	Apr. 2020	Apr. 2021
	3 months	2 months	3 months	7.5 months	12.5 months

	Discover	Analyze	Design	Operationalize	Report
Activities	• Develop detailed project plan • Develop SBB framework and program structure • Collect SBB data	• Analyze current SBB services • Perform gap analysis to desired service levels • Execute stakeholder engagement plan	• Design future state budget and allocation process • Develop functional requirements for tool • Execute stakeholder engagement plan	• Prepare Proof of Concept for SBB Tracking System (Tool) • Drive user acceptance testing • Develop training materials and conduct training	• Legislative oversight hearings re: status by April 15, 2020 • Final SBB review report to Legislative committees and LAO by January 15, 2021 • Legislative oversight hearings by April 15, 2021
Deliverables	• Approach and Timeline • Subject matter expert selection and training • SBB Taxonomy and Methodology • Stakeholder Engagement Plan	• Task Measurement and Performance Calculation • Stakeholder Engagement Sessions	• Department SBB Structure • Tool Functional Requirements • Stakeholder Engagement Sessions • Final Project Status Report	• Testing Results • Training Completion Report • Project Completion Report	• Oversight Hearing Materials • Final SBB Review Report

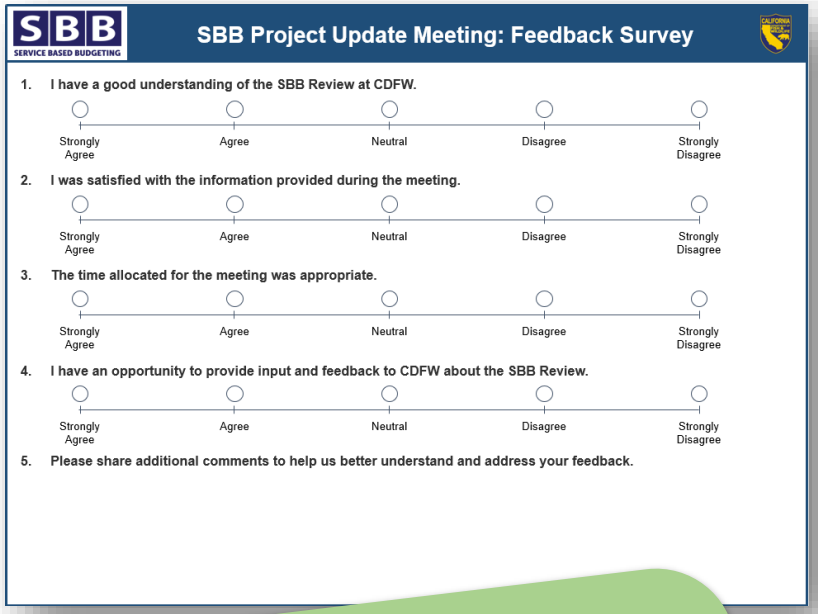
Current Scope > > > > > > > > > > > > **Future Phases > > > > >**

External Advisory Committee Engagement

The External Advisory Committee will be engaged through public meetings, project update communications, and project documentation on the SBB webpage to remain informed on project activities, review project progress, and provide input and feedback

External Advisory Committee Activity	Frequency
Meetings	
SBB Project External Advisory Committee Meetings	Each Phase
Communications	
SBB Project Update Communications	Monthly/Bi-monthly
Webpage Content	
Project Status Updates and Project Documentation	Each Phase
SBB Informational Resources and Materials	As Needed
SBB Project Update Communication Archives	As Distributed

We Want to Hear From You

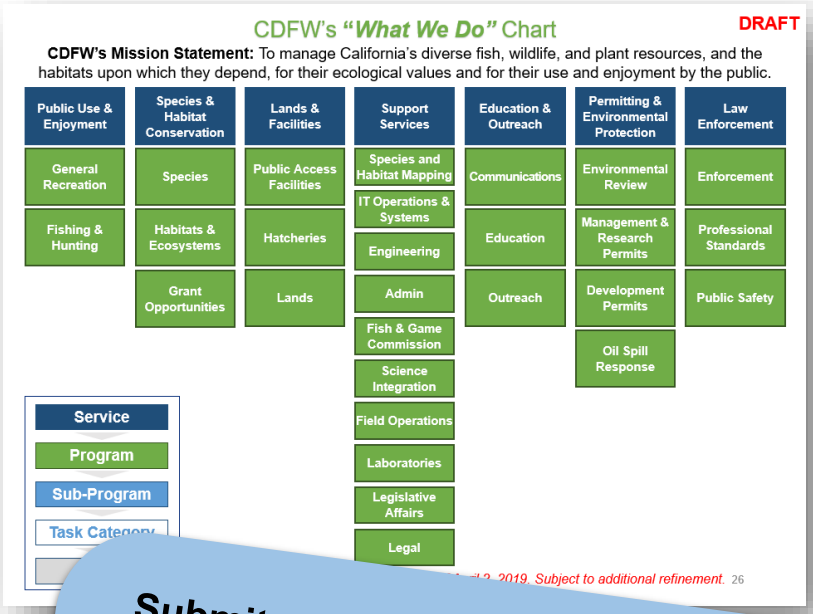


SBB SERVICE BASED BUDGETING

SBB Project Update Meeting: Feedback Survey

1. I have a good understanding of the SBB Review at CDFW.
2. I was satisfied with the information provided during the meeting.
3. The time allocated for the meeting was appropriate.
4. I have an opportunity to provide input and feedback to CDFW about the SBB Review.
5. Please share additional comments to help us better understand and address your feedback.

Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree



CDFW's *"What We Do"* Chart

DRAFT

CDFW's Mission Statement: To manage California's diverse fish, wildlife, and plant resources, and the habitats upon which they depend, for their ecological values and for their use and enjoyment by the public.

Public Use & Enjoyment	Species & Habitat Conservation	Lands & Facilities	Support Services	Education & Outreach	Permitting & Environmental Protection	Law Enforcement
General Recreation	Species	Public Access Facilities	Species and Habitat Mapping	Communications	Environmental Review	Enforcement
Fishing & Hunting	Habitats & Ecosystems	Hatcheries	IT Operations & Systems	Education	Management & Research Permits	Professional Standards
	Grant Opportunities	Lands	Engineering	Outreach	Development Permits	Public Safety
			Admin		Oil Spill Response	
			Fish & Game Commission			
			Science Integration			
			Field Operations			
			Laboratories			
			Legislative Affairs			
			Legal			

Service | Program | Sub-Program | Task Category

...2019. Subject to additional refinement. 26

Share your feedback on this meeting by completing our brief feedback survey and dropping it off at the exit before leaving.

Your feedback is important in our committed efforts to engaging with you regarding the SBB project.

Submit your feedback on the draft "What We Do" Chart by April 15, 2019 to SBBinfo@wildlife.ca.gov for review and consideration by SBB project team leadership.

The draft chart is available on CDFW's SBB webpage and includes the first three levels of the SBB hierarchy.

Stay Connected With Us

We are committed to communicating transparently about the SBB project. Please contact CDFW with questions or feedback.

Contact Information

- SBB Questions Mailbox: SBBinfo@wildlife.ca.gov

- SBB Webpage: https://www.wildlife.ca.gov/Budget/Service-Based-Budgeting
  - FAQs
  - SBB Overview
  - SBB One-Pager
  - Project Team List
  - Project Updates
  - External Advisory Committee Updates

Public Comment for Items not on the Agenda