California Department of Fish and Wildlife

External Advisory Committee Meeting

Service Based Budgeting Project
Phase 1: Discover

April 8, 2019
## Agenda

<table>
<thead>
<tr>
<th>Item</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome, Introductions and Opening Remarks</td>
<td>10 min.</td>
</tr>
<tr>
<td>Overview Presentation on Service Based Budgeting Project</td>
<td>60 min.</td>
</tr>
<tr>
<td>Initial Questions and Recommendations for Service Based Budgeting Project</td>
<td>30 min.</td>
</tr>
<tr>
<td>Future Meetings</td>
<td>10 min.</td>
</tr>
<tr>
<td>Public Comment for Items not on the Agenda</td>
<td>10 min.</td>
</tr>
</tbody>
</table>
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 your interests and perspectives in External Advisory Committee meetings to inform the SBB project

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

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

Pursuing data-driven management and budgeting in public service
The Service Based Budgeting Project

Thinking from the outside in rather than the inside out
The Service Based Budgeting Project

Reaching for the highest levels of service across our Mission Statement
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.

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**What SBB is not**

- **A Department Restructuring**
  - While SBB may highlight areas for efficiency improvement, restructuring the Department is not the intent of SBB

- **A Funding Decision**
  - Although SBB will demonstrate which services require additional funding, funding changes are not part of SBB

- **A Fixed Analysis**
  - 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

<table>
<thead>
<tr>
<th>Strategic Vision Goals</th>
<th>SBB Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Strong Relationships with Other Agencies, Governments, Organizations and the Public</strong></td>
<td><strong>1. Stakeholder Communication</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Cost Transparency</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Information Consistency</strong></td>
</tr>
<tr>
<td><strong>2. Highly Valued Programs and Quality Services</strong></td>
<td><strong>2. Increased Programmatic Understanding</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Performance &amp; Risk Management</strong></td>
</tr>
<tr>
<td><strong>3. An Effective Organization</strong></td>
<td><strong>3. Data Driven Decisions</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Organizational Alignment</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Reporting Flexibility</strong></td>
</tr>
<tr>
<td><strong>4. An Efficient Organization</strong></td>
<td><strong>4. Operational Efficiency</strong></td>
</tr>
</tbody>
</table>
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.

SBB is a *task based* budget that describes *all services needed to accomplish Department’s Mission*. 
What We Do

The Mission Statement has been categorized into 7 core service areas

**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 Data Will Inform Future Budgeting

Current Phases of SBB Review

Task Catalog and Service Level Data Collection

- Mission
- Service
- Program
- Sub Program
- Task Category
- Task

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.

Mission vs. Current Service Level by program

Mission vs. Current PY Variance by park

Mission vs. Current Labor Cost

Mission vs. Current PY

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


3 months —— 2 months —— 3 months —— 7.5 months —— 12.5 months

Discover
- Develop detailed project plan
- Develop SBB framework and program structure
- Collect SBB data

Analyze
- Analyze current SBB services
- Perform gap analysis to desired service levels
- Execute stakeholder engagement plan

Design
- Design future state budget and allocation process
- Develop functional requirements for tool
- Execute stakeholder engagement plan

Operationalize
- Prepare Proof of Concept for SBB Tracking System (Tool)
- Drive user acceptance testing
- Develop training materials and conduct training

Report
- 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

Activities

Deliverables
- Approach and Timeline
- Subject matter expert selection and training
- SBB Taxonomy and Methodology
- Stakeholder Engagement Plan

Current Scope > > > > > > > > > >

Future Phases > > > > > >
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
## Key Accomplishments

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance</td>
<td>The SBB project governance teams have been assigned by the Director and established to lead, advise, and coordinate project activities.</td>
</tr>
<tr>
<td>Project Plan</td>
<td>The project approach and timeline have been established. <em>(Contract Deliverable #1: Approach and Timeline)</em></td>
</tr>
<tr>
<td>What We Do Chart</td>
<td>CDFW SBB services, programs, and sub programs have been defined by a broad group of leaders and shared publicly for feedback.</td>
</tr>
<tr>
<td>Subject Matter Expert Selection and Training</td>
<td>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). <em>(Contract Deliverable #2: Subject Matter Expert Selection and Training)</em></td>
</tr>
<tr>
<td>Task Catalog Buildout</td>
<td>Subject matter experts have developed the SBB task catalog for Executive Working Group review. <em>(Contract Deliverable #3: SBB Taxonomy and Methodology)</em></td>
</tr>
<tr>
<td>Stakeholder Engagement</td>
<td>Internal and external stakeholder engagement and communications plans have been established and activities are well underway. <em>(Contract Deliverables #4 and #5: Int. and Ext. Stakeholder Engagement Plans)</em></td>
</tr>
</tbody>
</table>
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

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

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

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 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 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.

<table>
<thead>
<tr>
<th>Service</th>
<th>Program</th>
<th>Sub-Program</th>
<th>Task Category</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Use &amp; Enjoyment</td>
<td>Fishing and Hunting</td>
<td>Game Management</td>
<td>Game Management</td>
<td>Game Management Regulations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Non-Game &amp; Fur Bearers Management</td>
<td>Non-Game &amp; Fur Bearers Management</td>
<td>Non-Game &amp; Fur Bearers Regulations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Recreational Fishing Digital Access/Management</td>
<td>Recreational Fishing Emergency Response</td>
<td>Recreational Fishing Environmental Compliance</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Commercial Fishing Commercial Reporting</td>
<td>Commercial Fishing Data Sharing</td>
<td>Commercial Fishing Legal</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Aquaculture Aquaculture Fees Review</td>
<td>Aquaculture Aquaculture Permitting</td>
<td>Aquaculture Aquaculture Permitting Process</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Public-Private Land Mgmt. Programs Fish Stocking</td>
<td>Public-Private Land Mgmt. Programs Fish Stocking</td>
<td>Public-Private Land Mgmt. Programs Fish Stocking Permits</td>
</tr>
</tbody>
</table>

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.
### 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 desired performance level and additional budget factors.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Which <strong>labor classification(s)</strong> should perform the task?</td>
<td>How long does it take to complete the task?</td>
<td>The optimal <strong>frequency</strong> to perform the task to completion</td>
<td>Description of what the <strong>desired performance</strong> would look like</td>
<td>Description of any additional budget factors related to a given task, representing a material factor in how the budget would be calculated</td>
</tr>
</tbody>
</table>
# 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.

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

<table>
<thead>
<tr>
<th>Mission and Current Service Level Data Collection</th>
<th>Desired and current service level data for Department tasks will be collected for each service across all Regions and Branches.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Validation</td>
<td>Regional Managers, Branch Chiefs, and similar roles will validate and submit service level data for review by the SBB Executive Working Group.</td>
</tr>
<tr>
<td>Task Measurement and Performance Calculation</td>
<td>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.</td>
</tr>
<tr>
<td>Service Level Gap Analysis</td>
<td>An analysis of the difference between mission and current service levels will be conducted for each of the core services to inform future budgeting.</td>
</tr>
<tr>
<td>Stakeholder Engagement</td>
<td>Project documentation, communications, and meetings will continue to engage, consult with, and obtain feedback from internal and external stakeholders. <strong>External Advisory Committee Public Meetings:</strong> The Department will gather external stakeholders for public meetings to review and provide feedback on each project phase.</td>
</tr>
</tbody>
</table>
SBB Journey

The Department’s services to the public (or internal users) are grouped based on common intended results.

Each service breaks specific functions into programs to capture more concrete operational components.

Each program is further divided into sub-programs if needed.

Each sub-program contains task categories that group together similar tasks.

Distinct tasks show what the department does to accomplish its mission.

**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**

<table>
<thead>
<tr>
<th>Question</th>
<th>Labor Hours</th>
<th>Frequency</th>
<th>Multiplier Count</th>
<th>Annual Task Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is the ideal labor class and hours required to complete each task?</td>
<td>11.5 hours</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>How many times a year should the task happen to be complete?</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of hunter education classes offered (entered by region)?</td>
<td>24 [ideally offered two times a month]</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Example**

11.5 hours (Warden); 11.5 hours (Volunteer) x 1 x 24 = 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.

<table>
<thead>
<tr>
<th>Labor Classification</th>
<th>Services</th>
<th>Tasks</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental Scientist</td>
<td>Fishing and Hunting</td>
<td>Species management plan updates</td>
<td>630</td>
</tr>
<tr>
<td></td>
<td>Permitting &amp; Environmental Protection</td>
<td>Processing scientific collecting permits</td>
<td>360</td>
</tr>
<tr>
<td></td>
<td>Public Use &amp; Enjoyment</td>
<td>Mammal regulation booklets</td>
<td>270</td>
</tr>
<tr>
<td></td>
<td>Species &amp; Habitat Conservation</td>
<td>Watershed grants proposal review</td>
<td>180</td>
</tr>
<tr>
<td></td>
<td>Species &amp; Habitat Conservation</td>
<td>Human/Wildlife conflict management</td>
<td>180</td>
</tr>
<tr>
<td></td>
<td>Education &amp; Outreach</td>
<td>Human/Wildlife information materials</td>
<td>90</td>
</tr>
<tr>
<td></td>
<td>Law Enforcement</td>
<td>Nuisance wildlife response</td>
<td>90</td>
</tr>
<tr>
<td>Total allocated</td>
<td></td>
<td></td>
<td>1,800</td>
</tr>
</tbody>
</table>
SBB Data Will Inform Future Budgeting

Current Phases of SBB Review

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.

Task Catalog and Service Level Data Collection

- Mission
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- Program
- Sub Program
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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.
Dashboard Analytics Enabled by SBB Data

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

Mission vs. Current Service Level by program

Mission vs. Current PY Variance by park

Mission vs. Current Labor Cost

Mission vs. Current PY

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

<table>
<thead>
<tr>
<th>SBB Overview</th>
<th>SBB One Page Overview</th>
<th>SBB FAQs</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The <strong>SBB Overview</strong> Presentation is a detailed informational resource that is supplemented with reader notes for external stakeholders to review.</td>
<td>• The <strong>SBB One Page Overview</strong> is a convenient and brief informational resource for stakeholders to easily review at-a-glance.</td>
<td>• The <strong>SBB Frequently Asked Questions</strong> resource captures common questions and answers to support stakeholder understanding.</td>
</tr>
</tbody>
</table>
Initial Questions and Recommendations for Service Based Budgeting Project
Future Meetings
Phased SBB Approach

The implementation will occur over two years with distinct phases


Discover
- Develop detailed project plan
- Develop SBB framework and program structure
- Collect SBB data

Analyze
- Analyze current SBB services
- Perform gap analysis to desired service levels
- Execute stakeholder engagement plan

Design
- Design future state budget and allocation process
- Develop functional requirements for tool
- Execute stakeholder engagement plan

Operationalize
- Prepare Proof of Concept for SBB Tracking System (Tool)
- Drive user acceptance testing
- Develop training materials and conduct training

Report
- 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

Activities

Deliverables
- Approach and Timeline
- Subject matter expert selection and training
- SBB Taxonomy and Methodology
- Stakeholder Engagement Plan

Current Scope
- Task Measurement and Performance Calculation
- Stakeholder Engagement Sessions

Future Phases
- 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

3 months 2 months 3 months 7.5 months 12.5 months
# 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.

<table>
<thead>
<tr>
<th>External Advisory Committee Activity</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Meetings</strong></td>
<td></td>
</tr>
<tr>
<td>SBB Project External Advisory Committee Meetings</td>
<td>Each Phase</td>
</tr>
<tr>
<td><strong>Communications</strong></td>
<td></td>
</tr>
<tr>
<td>SBB Project Update Communications</td>
<td>Monthly/Bi-monthly</td>
</tr>
<tr>
<td><strong>Webpage Content</strong></td>
<td></td>
</tr>
<tr>
<td>Project Status Updates and Project Documentation</td>
<td>Each Phase</td>
</tr>
<tr>
<td>SBB Informational Resources and Materials</td>
<td>As Needed</td>
</tr>
<tr>
<td>SBB Project Update Communication Archives</td>
<td>As Distributed</td>
</tr>
</tbody>
</table>
We Want to Hear From You

SBB Project Update Meeting: Feedback Survey

1. I have a good understanding of the SBB review at CDFW.
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree

2. I was satisfied with the information provided during the meeting.
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree

3. The time allocated for the meeting was appropriate.
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree

4. I have an opportunity to provide input and feedback to CDFW about the SBB Review.
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree

5. Please share additional comments to help us better understand and address your feedback.

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