California Department of Fish and Wildlife

SBB

SERVICE BASED BUDGETING

External Advisory Committee Meeting

Service Based Budget Review

November 20, 2019
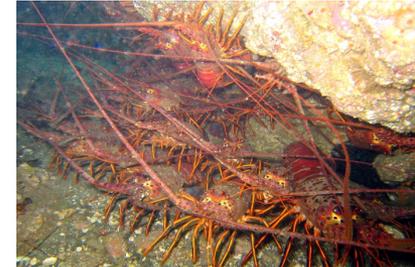
SBB External Advisory Committee Meeting

Agenda

Welcome, Introductions and Opening Remarks	**10 min.**
Project Overview and Status Report	**30 min.**
SBB Preliminary Data Analysis Overview	**45 min.**
Questions and Feedback	**20 min.**
Future Meetings	**5 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

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, Chief Deputy Director

- James Robbins, Deputy Director, Administration Division

- Stafford Lehr, Deputy Director, Wildlife and Fisheries Division

- Tom Lupo, Deputy Director, Data & Technology Division

- Dan Reagan, Fiscal Operations Assistant Deputy Director, Administrative 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; Acting Deputy Director, Office of Legislative Affairs

Department Leaders and Staff In Attendance

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.

Project Overview and Status Report

A New Operations and Budgeting Approach

The Department is taking on a new approach to operations and budgeting that informs how it meets its mission

1   **SBB is a fresh approach** to facilitate the development of the Department's operations and annual budget.

2   **SBB allows 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 operations and budget** based on the costs of operational tasks and activities that make up the services the Department provides.

What SBB is not

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 inform which services may merit additional funding, final funding decisions are not a part of SBB*	*SBB tasks and service levels should be reviewed each year in advance of the budget cycle*

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

CDFW's SBB Journey Through Phase 1

CDFW's first full Mission to Current service level preliminary data analysis!

Ph. 1

Jan. – Feb. 2019: SBB Introduced, Subject Matter Experts Trained

Start

Mar. – Apr. 2019: CDFW SBB Task Catalog Created and Reviewed

May – Jun. 2019: CDFW Mission Level Data Collected

Jun. – July 2019: Current Service Level Data Collected

July – Aug. 2019: CDFW Mission Level Data Reopen Period

Aug. 2019: CDFW SBB Preliminary Data Analysis
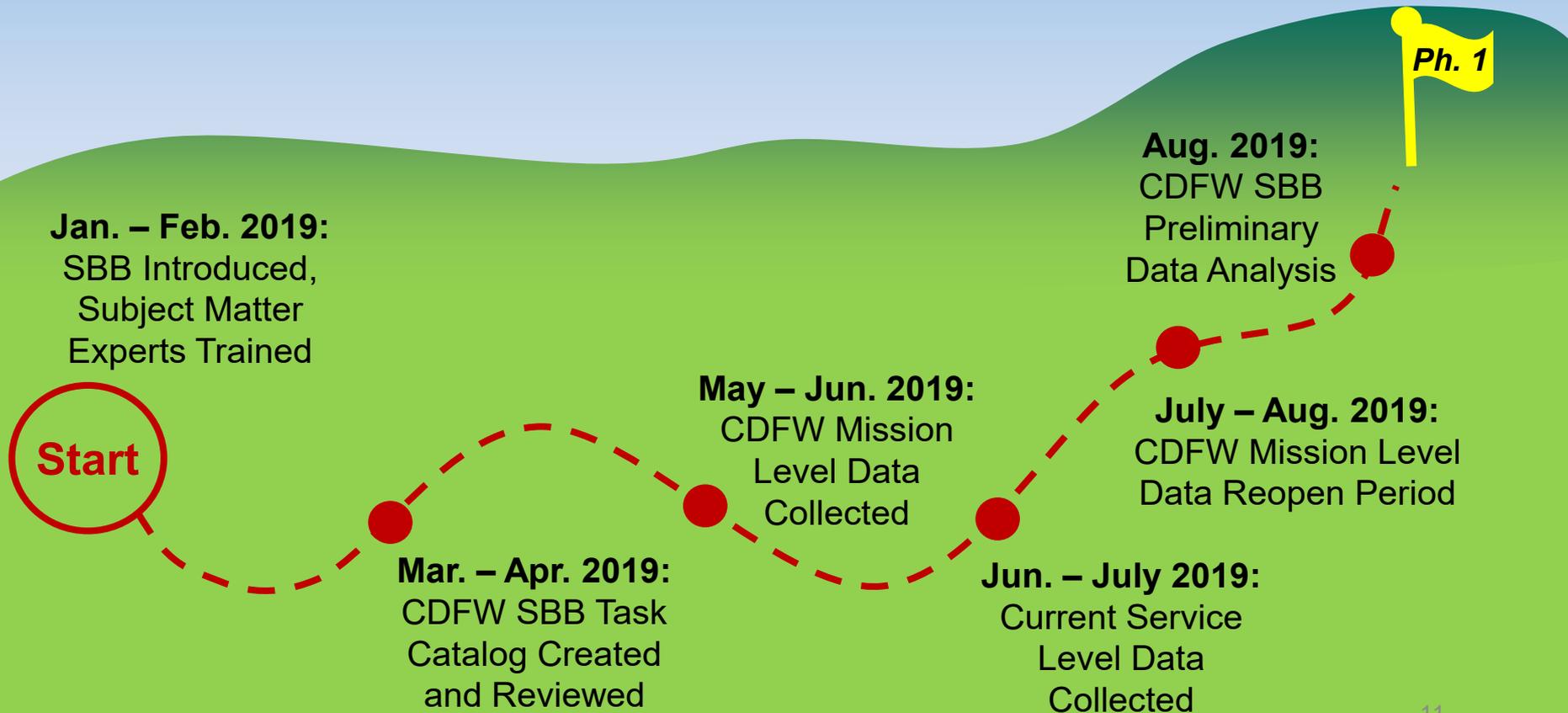
CDFW's SBB Journey in Phase 2

Beyond the Current Phases (Through Apr. 2021)

Annually
Refresh Current SBB Data (every 5 years for Mission Level)

Through Dec. 2020
Finalize Proposed Changes for SBB Final Report

Jan. – Apr. 2021
SBB Final Report to Legislature

Ph. 2

Apr. 2020
Legislative Oversight Hearings SBB Status Report

Through Dec. 2019
Long Term SBB Tracking Tool and Training Development

Through May 2020
SBB Data Review and Data Analysis Update

Ph. 1

Feb. – Mar. 2020
SBB Training and Data Collection Refresh

Jan. – Sep. 2019
First SBB Data Collection and Preliminary Data Analysis

Through Feb. 2020
SBB Long-Term Operational Plan and Draft SBB Findings

Note: SBB data refinement is continual through the duration of the project.

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 develop a list of service-specific activities, referred to as tasks, that align with the Mission
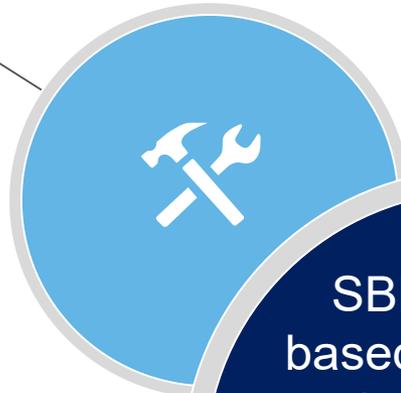
Labor-focused

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

SBB is a **task** based budget that describes **all services needed** to accomplish Department's **Mission**

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: Our Mission

The Mission Statement was categorized into 8 core service areas

SBB Model
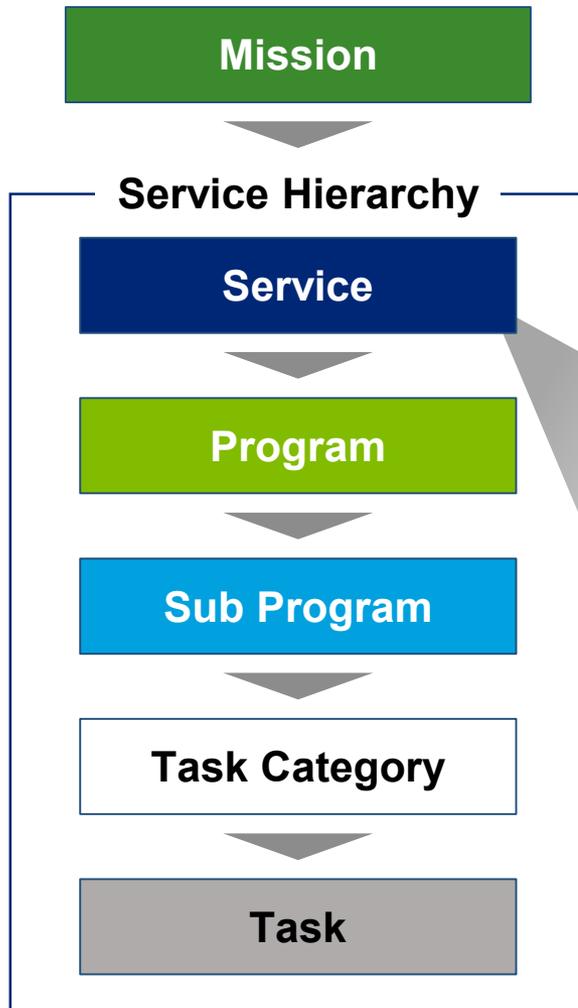
Mission

Service Hierarchy

Service

Program

Sub Program

Task Category

Task

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	**Education & Outreach**	**Lands & Facilities**
Operational Support	**Administrative Support**	

SBB Phase 1 Data Collection Journey

Establish Service Structure	Select and Train Subject Matter Experts	Complete Task Catalog	Complete Preliminary *Mission Level* Data Collection	Complete Preliminary *Current Service Level* Data Collection

|	
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

Note: The SBB data is subject to continual refinement through the SBB review.

External Stakeholder Task Catalog Review

The May and September 2019 drafts of all CDFW SBB tasks were shared on CDFW's SBB webpage and are available for public review and feedback
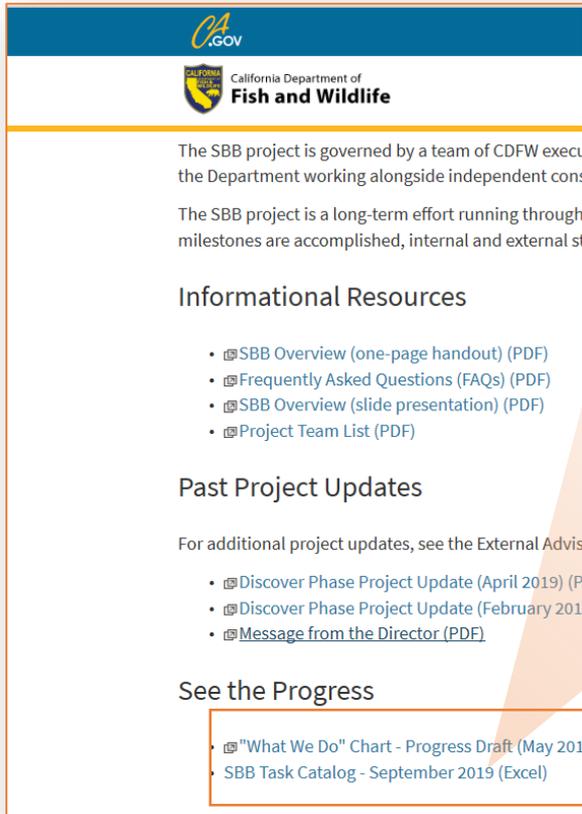
California Department of
Fish and Wildlife

The SBB project is governed by a team of CDFW execu
the Department working alongside independent cons

The SBB project is a long-term effort running through
milestones are accomplished, internal and external st

Informational Resources

- SBB Overview (one-page handout) (PDF)
- Frequently Asked Questions (FAQs) (PDF)
- SBB Overview (slide presentation) (PDF)
- Project Team List (PDF)

Past Project Updates

For additional project updates, see the External Advisory Committee section below.

- Discover Phase Project Update (April 2019) (PDF)
- Discover Phase Project Update (February 2019) (PDF)
- Message from the Director (PDF)

See the Progress

- "What We Do" Chart - Progress Draft (May 2019) (PDF)
- SBB Task Catalog - September 2019 (Excel)
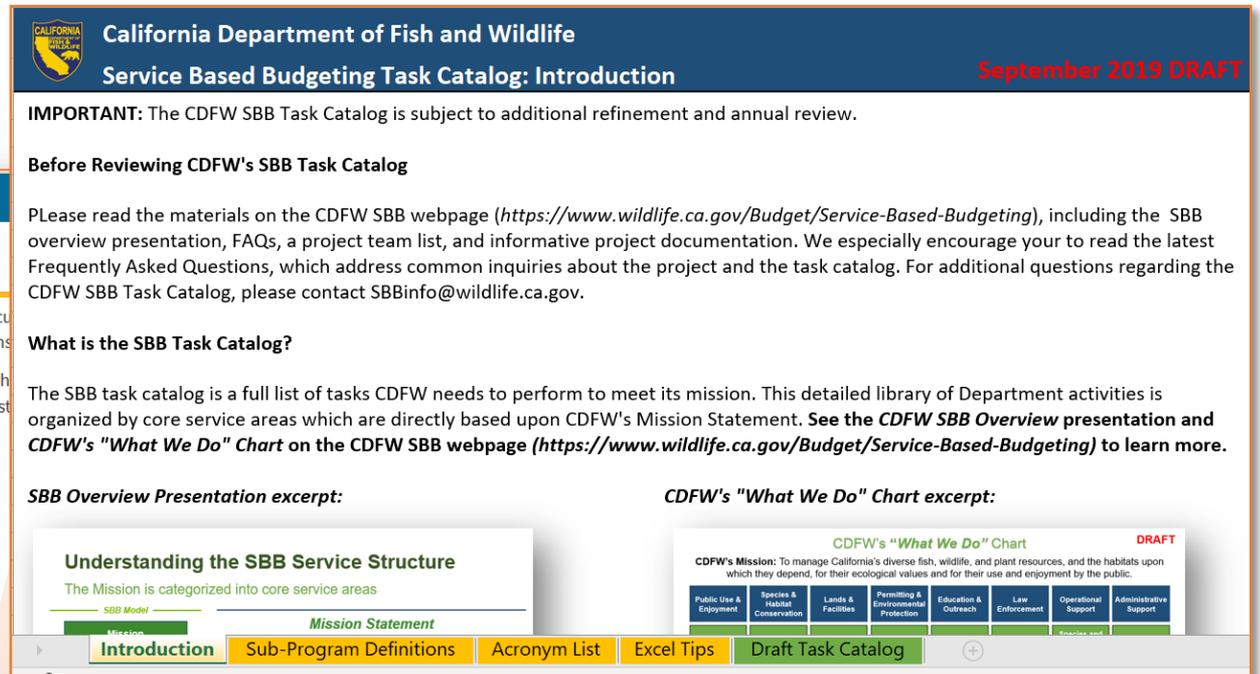
California Department of Fish and Wildlife

Service Based Budgeting Task Catalog: Introduction

September 2019 DRAFT

IMPORTANT: The CDFW SBB Task Catalog is subject to additional refinement and annual review.

Before Reviewing CDFW's SBB Task Catalog

PLease read the materials on the CDFW SBB webpage (*https://www.wildlife.ca.gov/Budget/Service-Based-Budgeting*), including the SBB overview presentation, FAQs, a project team list, and informative project documentation. We especially encourage your to read the latest Frequently Asked Questions, which address common inquiries about the project and the task catalog. For additional questions regarding the CDFW SBB Task Catalog, please contact SBBinfo@wildlife.ca.gov.

What is the SBB Task Catalog?

The SBB task catalog is a full list of tasks CDFW needs to perform to meet its mission. This detailed library of Department activities is organized by core service areas which are directly based upon CDFW's Mission Statement. **See the *CDFW SBB Overview* presentation and *CDFW's "What We Do" Chart* on the CDFW SBB webpage (*https://www.wildlife.ca.gov/Budget/Service-Based-Budgeting*) to learn more.**

SBB Overview Presentation excerpt:

CDFW's "What We Do" Chart excerpt:

Understanding the SBB Service Structure
The Mission is categorized into core service areas

Mission Statement

CDFW's *"What We Do"* Chart — DRAFT

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 | Permitting & Environmental Protection | Education & Outreach | Law Enforcement | Operational Support | Administrative Support |

| Introduction | Sub-Program Definitions | Acronym List | Excel Tips | Draft Task Catalog |

Mission Level Data for Tasks

For most tasks, subject matter experts developed mission level task data based on their experience. Data may be modified or updated as necessary with written justification.

Task Name	Task description	Desired performance	Total Hrs	Frequency	Multiplier Description	Multiplier Count
Hunter education instruction	Provide classes for the instruction of basic, advanced and bow hunter education	Meet public demand for hunter education and safety instruction	26.5	1	Number of hunter education classes held statewide. (Entered by LED at HQ)	2076

Data input by Subject Matter Experts	Subject Matter Experts populated **mission level** labor, frequency, definition of the multiplier input, as well as desired performance level for most tasks. In some cases, task data is updated with appropriate SBB team and program management review.
Data input by regions and branches	After subject matter experts compiled the tasks, regional and branch staff entered multiplier counts for the mission level, and the current performance data, by position, at the regional and branch level. In some cases, multipliers are updated with appropriate SBB team and program management review.

Current Service Level Data for Tasks

Current service level data is collected by allocating labor hours of department positions to tasks across the task catalog

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

Position	Services	Tasks	Hours
Employee	Fishing & Hunting	Species mgmt plan updates	630
	Permitting & Enviro Protection	Process scientific collection permits	360
	Public Use & Enjoyment	Mammal regulation booklets	270
	Species & Habitat Conservation	Watershed grants proposal review	140
	Species & Habitat Conservation	Human/Wildlife conflict	100
	Education	Human/Wildlife info materials	100
		Total allocated	**1600**

Note: Assuming 1600 "task hours" per year after removing holiday, vacation, sick leave, training time, and administrative tasks.
DATA FOR ILLUSTRATIVE PURPOSES ONLY.

SBB Data Will Inform Future Operations and Budgeting

Future Operations and Budget Analysis Informed by SBB Data

Service Chart and Task Catalog Development

Mission

↓

Service

↓

Program

↓

Sub Program

↓

Task Category

↓

Task

Task Justification
SBB data will provide the justification (i.e., mandate, operational necessity, best practice) 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.
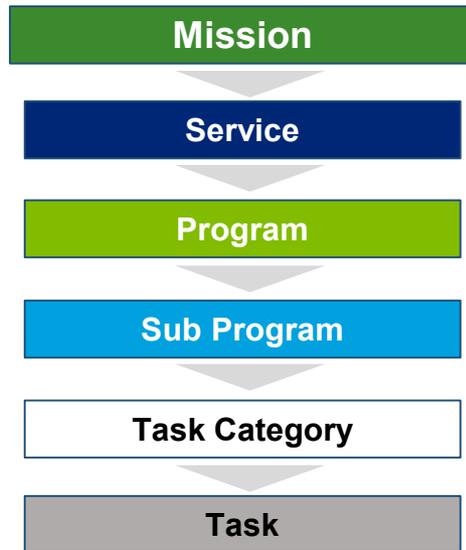
Data Analysis
SBB data will be used by CDFW to determine the cost of Department tasks at the current level of service and options to reduce the gap in fulfilling the mission level of service.

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.

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Dashboard Analytics Enabled by SBB Data

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

Deep Understanding of SBB Data
- Current service level data and mission level data by service area, program, subprogram, and task will be viewable in the dashboards
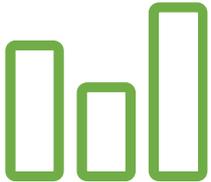
Multi-Year Performance Tracking
- SBB data will be able to be tracked across years as data is refreshed annually

Quick Access and Reporting
- Ability to filter the data and save filter views, will assist the department in quickly accessing and reporting SBB progress and data

SBB Project Status Report: Analyze Phase

Previous Highlights of Discover Phase	• SBB Governance and Project Plan • "What We Do" Chart (SBB Service Structure) • SBB subject matter expert selection and training • SBB Task Catalog buildout

⭐ Key Accomplishments

Preliminary Mission and Current Service Level Data Collection	The Department collected preliminary mission and current service level data for Department tasks for each service area.
Data Validation and Review	Regional Managers, Branch Chiefs, and similar roles validated and submitted service level data for review by the SBB Executive Working Group.
Task Measurement and Performance Calculation	Labor hours per task were compiled in order to meet mission levels of service. Current levels of service was collected through allocation of actual staff time.
Preliminary Data Analysis	A preliminary analysis of the difference between mission and current service levels was conducted for each of the core services and review is ongoing.
Stakeholder Engagement	The Department engaged internal and external stakeholders through project documentation and progress reporting, regular informational communications, and collaborative meetings.

SBB Project Status Report: Operationalize Phase

Activities in Progress

SBB Operational Findings	Identify and review operational changes based on data collected for the preliminary SBB service level data analysis.
Long term SBB Operationalization	Establish an operating model for the Department's ongoing sustainment of SBB, including governance model, roles / responsibilities, and key activities / milestones.
Long term SBB Tracking System	Test and implement SBB data collection and analysis tool for ongoing service level tracking and reporting.
Stakeholder Engagement	Project documentation, communications, and meetings will continue to engage, consult with, and obtain feedback from internal and external stakeholders.

SBB Upcoming Activities (through April 2021)

- Annual data refreshes
- 2021 final report to Legislature
- Prioritize operational changes identified by SBB

- Complete SBB long term operationalization
- Continue internal and external stakeholder engagement

SBB Preliminary Data Analysis Overview

Important Notes on CDFW SBB Data Analysis

The CDFW service based data analysis is a point-in-time picture of dynamic data

Annual Review of SBB Data
- Current service level data will be refreshed annually and mission level data will be refreshed every 5 years with annual updates if required
- The data analysis will be re-run annually following SBB data refreshes to continuously understand needs over time

Multidimensional Approach to Reducing the Gap
- Approaches will be developed from a variety of angles, including review of policies and mandates, process and technology improvements, and more

Transparent and Collaborative Process for Final SBB Report
- The final report to the Legislature regarding the SBB review will be informed by a diverse range of internal and external CDFW stakeholders

Mission Level of Service Definition

The SBB mission level under Fish and Game Code section 712.1 encompasses **"the service standards and essential activities required for the department to meet its mission and statutory requirements."**
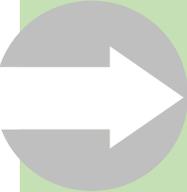
CDFW's SBB mission level is based on existing **statutes, state and federal requirements, department policies, public and stakeholder expectations, the need for scientific rigor, reasonable operations necessary for ecosystem based management and biodiversity conservation, and policy considerations.**

Examining the Gap

Service level gaps represent constraints or challenges in CDFW meeting its mission and do not directly equate to funding or staffing shortages. CDFW will collaborate internally and externally to examine service levels and determine ways to address constraints.

A variety of factors can increase and/or decrease service level gaps
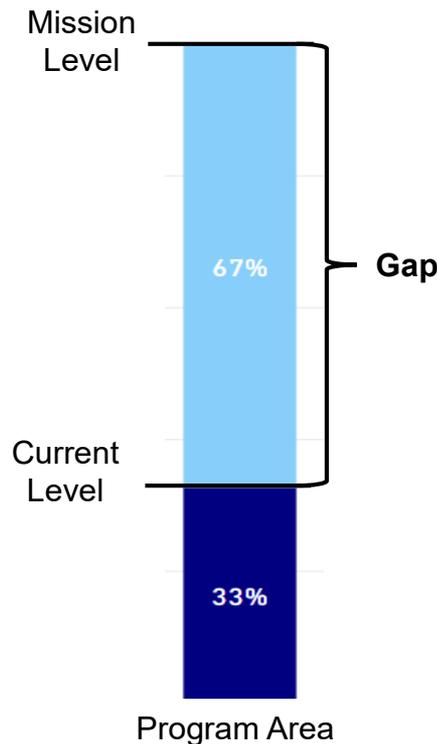
Mission Level

67%

Gap

Current Level

33%

Program Area

FOR ILLUSTRATIVE PURPOSES ONLY

Mission, Policies, Mandates
Clarify mission level service standards and propose legislative, regulatory, or policy adjustments where appropriate

Process Improvements
Streamline processes to improve efficiency and/or effectiveness

External Partners
Clarify expectations and improve division of labor with other stakeholders

Technology & Equipment
Identify assets to improve efficiency

Labor
Determine where increased staffing is most effective

Important Notes on SBB Data

CDFW is a complex organization where many groups must work together to achieve the mission of any given region, branch, or function

What SBB Data Shows:

- **Mission Level:** The full set of tasks and level of effort necessary to meet the Department's mission

- **Current Service Level <u>across</u> CDFW:** All of the groups within CDFW that perform tasks to support CDFW's mission today

- **Gap <u>across</u> CDFW:** The gap to meet CDFW's mission after accounting for all effort devoted to these tasks across CDFW

What SBB Data Does <u>NOT</u> Show:

- **Correct division of labor**: SBB data shows the labor hours spent to support CDFW's mission today. SBB data does **not** necessarily mean additional labor is necessary or show the appropriate organizational division of labor.

- **Gap within an individual region, branch or function**: SBB data shows the size of the gap across CDFW, but SBB data does not show which CDFW region, branch, or function may require additional resources.

Example:

All Recreational Fishing *Mission* Tasks

Mission — All Recreational Fishing

Current — LED / Regions / Fisheries Branch

Gap **Across CDFW** to meet the Mission

Current Service Level **Across CDFW** performing tasks to support the Mission today
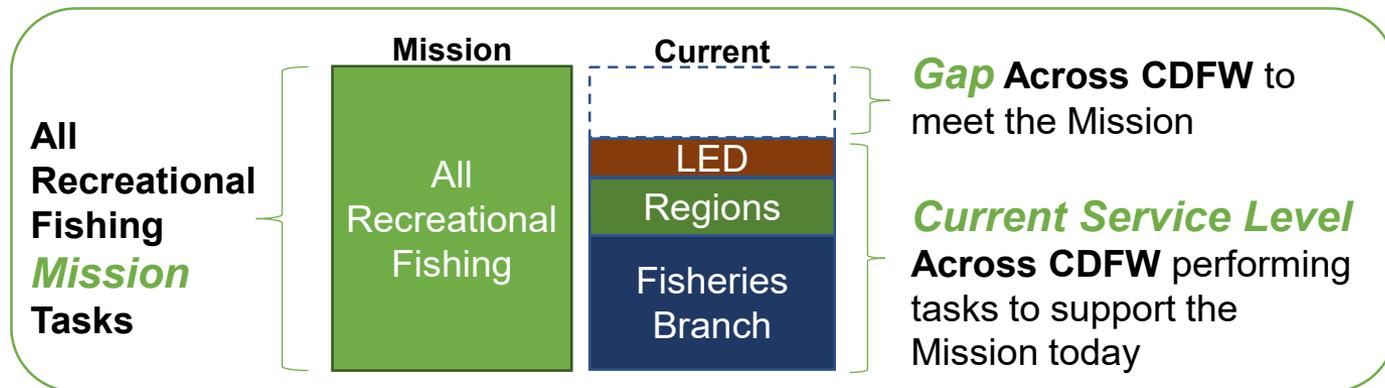
Note on Highly Specific Inquiries

SBB is intended to capture data at a material and sustainably trackable level of detail for management decisions; tasks generally are not species-specific.

What SBB Data Shows:

- **CDFW activities at a sustainably trackable and material level of detail:** SBB data was collected at a general level of detail, material to CDFW management and operations.

What SBB Data Does <u>NOT</u> Show:

- **Details beyond documented SBB tasks for any given interest area:** SBB tracks CDFW activities at the level of specificity provided by the task catalog. For sustainability of the SBB process, the task catalog generally does not isolate each specific species, issue, and interest area as a separate task.

Example:

I would like to see data on CDFW's efforts regarding *interpretive signage about elk.*

Stakeholder with specific species interest

This activity is included in the *Interpretive panels* task (ID PUB-GEN-REC-PUB-002): *Research, design, produce, and install interpretive panels.*

Our Desired Performance for this task is that *Visitors increase knowledge and appreciation for site and engage in behaviors that protect resources.* Service level data is also available for this task.

CDFW SBB responder

Overview of Preliminary Data Analysis Results

CDFW SBB Data is Preliminary

While data available is generally representative of CDFW's current service level activities as of FY19-20, there are both mission level and current service level data cleaning efforts in progress

Currently Under Review

Data Cleaning Efforts in Progress

CDFW leadership has assembled teams of subject matter experts and managers to closely review data outliers, such as tasks with notably high mission level hours.

These quality review efforts may result in updates to task information and the gap may fluctuate as a result.

Annual Data Refresh: SBB current service level data will be reviewed and updated annually. The information supporting the 2021 final SBB report to the Legislature may not reflect the data available today.

SBB Overview of CDFW's Service Areas

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.

Administrative Support	Education & Outreach	Lands & Facilities	Law Enforcement	Operational Support	Permitting & Environmental Protection	Public Use & Enjoyment	Species & Habitat Conservation
CDFW's administrative support services provide critical functions that help CDFW accomplish its mission by hiring staff, procuring goods, paying bills, responding to legal or legislative requests, and maintaining information technology operations.	*CDFW strives to provide quality information, education and outreach services with clarity and insight to both internal and external audiences – fostering an understanding and appreciation of CDFW and the services it provides.*	*CDFW acquires and manages wildlife areas, ecological reserves, fish hatcheries, public access facilities and partnership lands to conserve a rich diversity of fish, wildlife, plants and their habitats for their intrinsic values and enjoyment by the public. These properties comprise habitats from every major ecosystem in the state.*	*CDFW protects California's natural resources and provides public safety through professional, effective and responsive law enforcement efforts.*	*CDFW's operational support services provide specialized support across CDFW's scientific, technical, resource management, and policy programs. These services focus on improving CDFW's abilities to design, monitor, analyze, and utilize its resources throughout the state.*	*CDFW provides fish and wildlife protection through oversight and authorization of actions that may affect species and habitats, and through response to oil spills in inland and marine waters.*	*CDFW provides opportunities to connect with and sustainably utilize the state's diverse fish, wildlife, and plant resources and their surrounding habitats. These activities include cultural uses, wildlife viewing, hunting, recreational and commercial fishing, and aquaculture.*	*CDFW engages with many partners to monitor, manage, enhance, restore and conserve species, habitats, and ecosystems by providing economic incentives, working with land use planning processes, evaluating impacts from human-induced and natural pressures, implementing laws and policies, and acquiring and restoring land.*

Preliminary Data Analysis By Service Area

Services by percent of mission fulfilled by current staff hours

● Current   ● Gap

	1.5x	2x	3x	3x	3x	3x	3.5x	4x
Gap	31%	46%	67%	68%	69%	70%	72%	75%
Current	69%	54%	33%	32%	31%	30%	28%	25%
	Administrative Support	Education & Outreach	Lands & Facilities	Public Use & Enjoyment	Law Enforcement	Operational Support	Permitting & Environmental Protection	Species & Habitat Conservation

Data as of
9/18/2019 v1
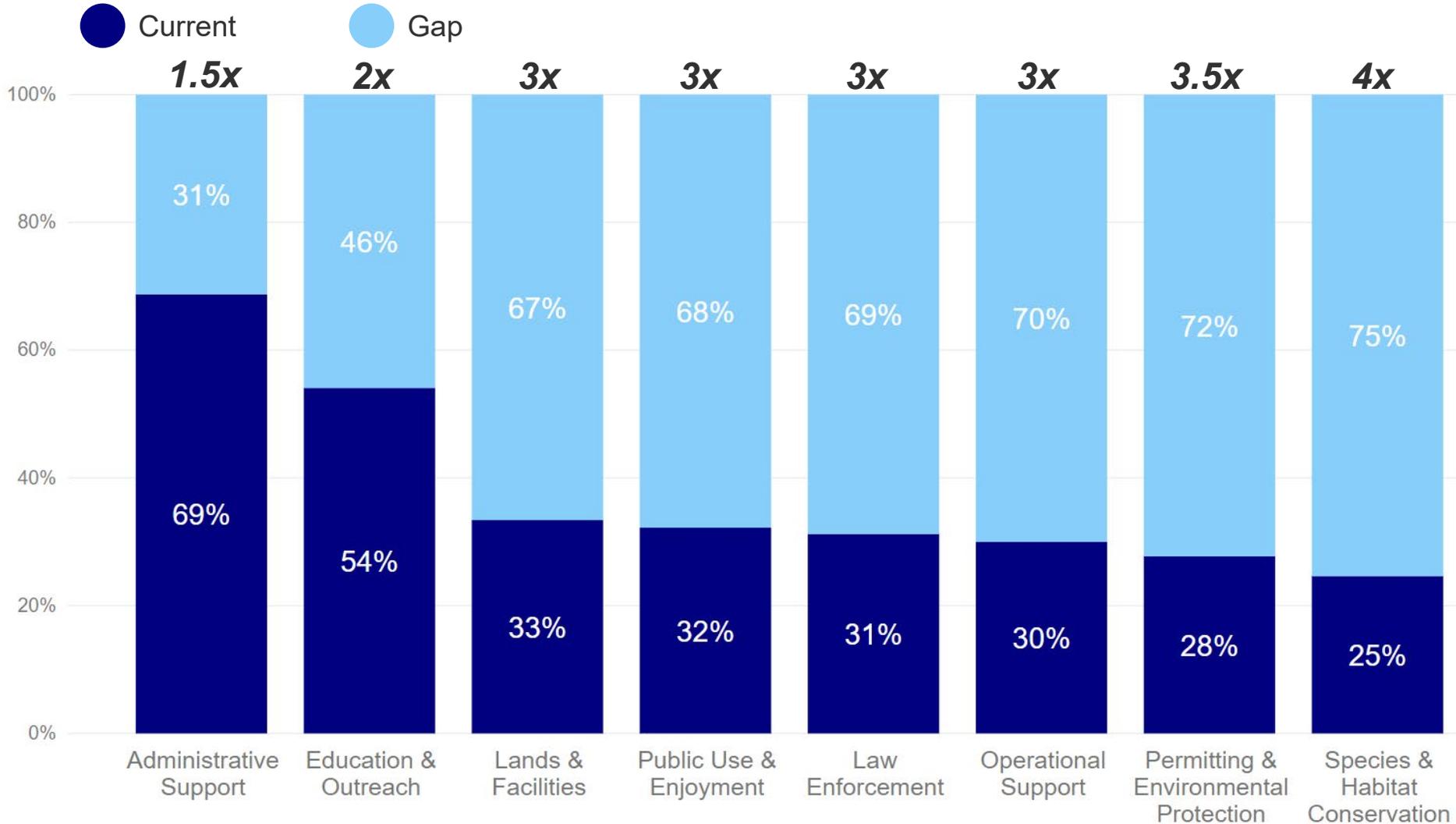
Preliminary Data Analysis By Service Area

Services by greatest to least gap to mission (in hours)

● Current   ● Gap

Service Area	Gap	Current	Multiplier
Species & Habitat Conservation	2,106,957	688,814	4x
Permitting & Environmental Protection	1,604,703	616,048	3.5x
Law Enforcement	1,429,040	648,544	3x
Public Use & Enjoyment	1,391,187	660,951	3x
Lands & Facilities	1,275,997	639,974	3x
Operational Support	541,773	231,792	3x
Administrative Support	393,331	864,739	1.5x
Education & Outreach	132,070	155,597	2x

Preliminary Analysis of Administrative Support

CDFW's administrative support services provide critical functions that help CDFW accomplish its mission by hiring staff, procuring goods, paying bills, responding to legal or legislative requests, and maintaining information technology operations.

Percent of Mission Fulfilled by Current Service Level
- % Fulfilled by Current Level
- % Gap to Mission

(Administrative Support: 69%, 31% gap)

Gap Hours by Program
- Total Current Hours
- Gap Hours

Administration: 640,723
IT Operations & Systems
Legal
Legislative Affairs

Gap Hours by Sub Program
- Total Current Hours
- Gap Hours

Business Process Improvement: 88,194
Legal: 76,443
Fiscal: 223,085
Security & Compliance
Sustainability
Personnel: 101,487
Asset Management
IT Infrastructure
Org Development
Business: 229,078
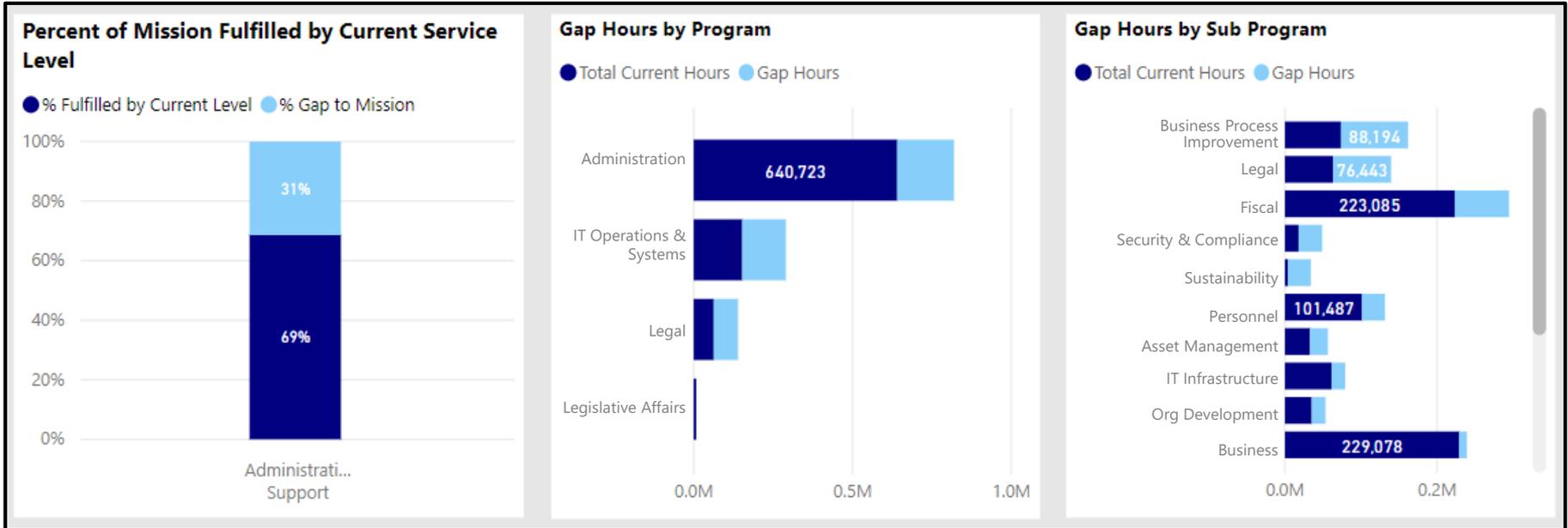
Initial Findings Based on Preliminary Data:
- **Preliminary summary:** 1.5x gap; Administrative Support is closest to meeting its mission level at 69%
- **Program/Subprogram with Largest Gap Hours:** IT Operations – Business Process Improvement, Legal Program – Legal
- **Largest task today:** Non-IT Good Purchases Under $10,000
- **Largest mission task:** Staff Front License Sales Counter

Preliminary Analysis of Education and Outreach

CDFW strives to provide quality information, education and outreach services with clarity and insight to both internal and external audiences – fostering an understanding and appreciation of CDFW and the services it provides.

Percent of Mission Fulfilled by Current Service Level
- % Fulfilled by Current Level
- % Gap to Mission

Education & Outreach: 54% Fulfilled by Current Level, 46% Gap to Mission

Gap Hours by Program
- Total Current Hours
- Gap Hours

Education: 90,353 Total Current Hours; 111,975 Gap Hours
Communications
Outreach

Gap Hours by Sub Program
- Total Current Hours
- Gap Hours

Established Programs: 87,130 Total Current Hours; 112,766 Gap Hours
Public Inquiries
Publications
Digital Media
Emergency Communications
Marketing
Services
Media Relations
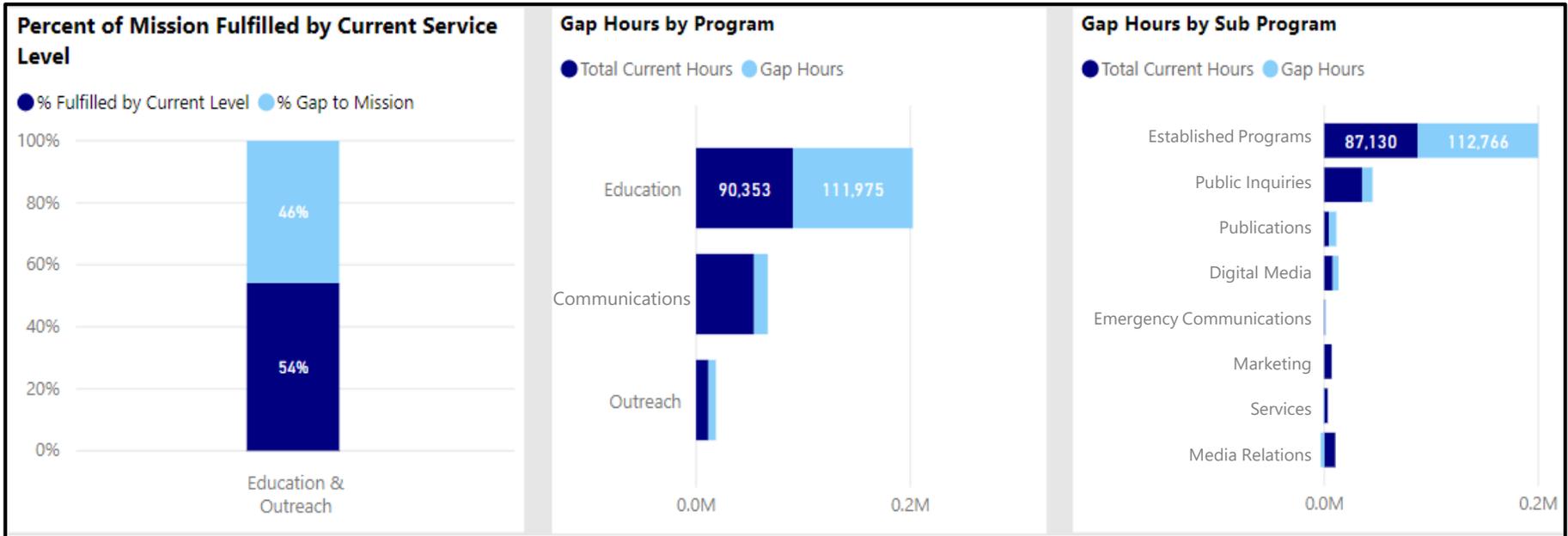
Initial Findings Based on Preliminary Data:
- **Preliminary summary:** 2x gap; 54% of mission level fulfilled today
- **Program/Subprogram with Largest Gap Hours:** Education - Established Programs, Communications - Public Inquires
- **Largest task today:** Hunter Education Instruction
- **Largest mission task:** Hunter Education Instruction

Preliminary Analysis of Lands & Facilities

CDFW acquires and manages wildlife areas, ecological reserves, fish hatcheries, public access facilities and partnership lands to conserve a rich diversity of fish, wildlife, plants and their habitats for their intrinsic values and enjoyment by the public. These properties comprise habitats from every major ecosystem in the state.

Percent of Mission Fulfilled by Current Service Level
- % Fulfilled by Current Level
- % Gap to Mission
- 67%
- 33%
- Lands & Facilities

Gap Hours by Program
- Total Current Hours
- Gap Hours
- Lands: 276,072 | 692,251
- Facilities: 363,902 | 583,746

Gap Hours by Sub Program
- Total Current Hours
- Gap Hours
- Hatcheries: 325,588 | 410,549
- Wildlife Areas: 335,147
- Ecological Reserves: 248,638
- Public Access Facilities: 173,197
- Undesignated Lands
- Land Acquisition
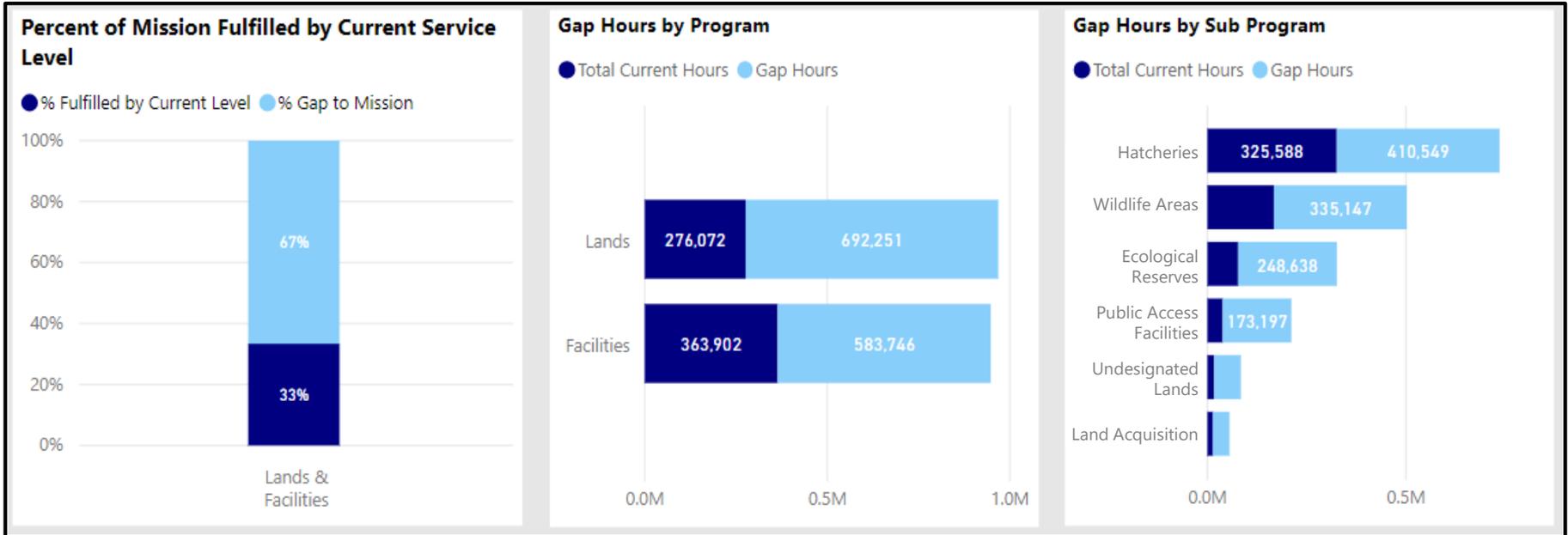
Initial Findings Based on Preliminary Data:
- **Preliminary summary:** 3x gap; 33% of mission level fulfilled today
- **Program/Subprogram with Largest Gap Hours:** Facilities – Hatcheries, Lands – Wildlife Areas
- **Largest task today:** Operate Hunter Check Station on Type A Wildlife Area
- **Largest mission task:** Operate Hunter Check Station on Type A Wildlife Area

Preliminary Analysis of Law Enforcement

CDFW protects California's natural resources and provides public safety through professional, effective and responsive law enforcement efforts.

Percent of Mission Fulfilled by Current Service Level — ● % Fulfilled by Current Level ● % Gap to Mission — Law Enforcement: 69% Gap, 31% Fulfilled.

Gap Hours by Program — ● Total Current Hours ● Gap Hours — Enforcement 434,765 / 1,265,397; Professional Standards; Protection.

Gap Hours by Sub Program — ● Total Current Hours ● Gap Hours — Cannabis Enforcement 641,937; Hunting & Fishing Enforcement 261,432 / 466,127; Wildlife Trafficking Enforcement; Peace Officer Stds. & Training 173,158; General Law Enforcement; Technological R&D; Public Safety; Int. Investigations / Recruitment; Dignitary Protection.

**Initial Findings Based on Preliminary Data:**
- **Preliminary summary:** 3x gap – 31% of mission level fulfilled today
- **Program/Subprogram with Largest Gap Hours:** Enforcement – Cannabis Enforcement, Enforcement – Hunting and Fishing Enforcement
- **Largest task today:** River and Lakeside Patrol
- **Largest mission task:** Illegal/Black Market Cannabis Investigations

Data as of 9/18/2019 v1

Preliminary Analysis of Operational Support

CDFW's operational support services provide specialized support across CDFW's scientific, technical, resource management, and policy programs. These services focus on improving CDFW's abilities to design, monitor, analyze, and utilize its resources throughout the state.
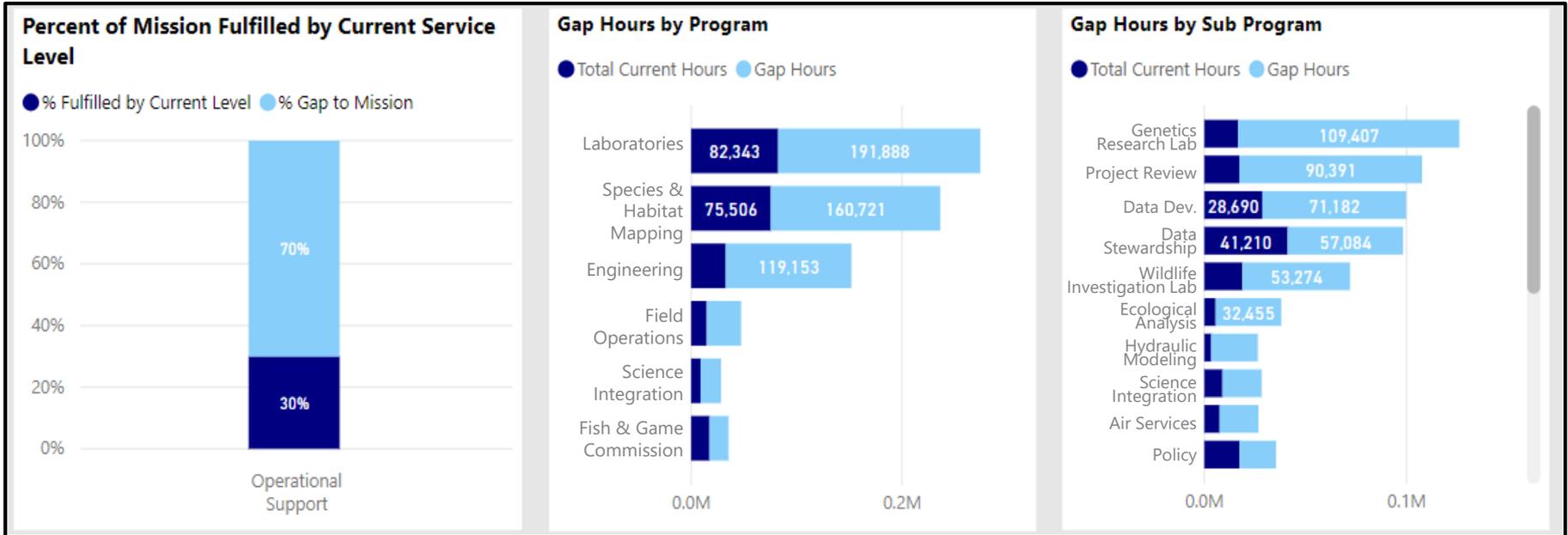
Initial Findings Based on Preliminary Data:
- **Preliminary summary:** 3x gap; 30% of mission level fulfilled today
- **Program/Subprogram with Largest Gap Hours:** Laboratories – Genetics Research Lab, Engineering– Project Review
- **Largest task today:** Conduct Spatial Data Management & Analysis in Support of HQ & Regional Programs
- **Largest mission task:** Conduct Spatial Data Management & Analysis in Support of HQ & Regional Programs

Data as of 9/18/2019 v1

Preliminary Analysis of Public Use & Enjoyment

CDFW provides opportunities to connect with and sustainably utilize the state's diverse fish, wildlife, and plant resources and their surrounding habitats. These activities include cultural uses, wildlife viewing, hunting, recreational and commercial fishing, and aquaculture.

Percent of Mission Fulfilled by Current Service Level — % Fulfilled by Current Level, % Gap to Mission; Public Use & Enjoyment: 32% fulfilled, 68% gap.

Gap Hours by Program — Total Current Hours, Gap Hours; Fishing & Hunting: 628,223 current, 1,349,380 gap; General Recreation.

Gap Hours by Sub Program — Recreational Fishing: 354,970 / 942,933; Commercial Fishing; Game; Non-Game & Fur Bearers; Events & Tours; Recreational Access; Aquaculture.
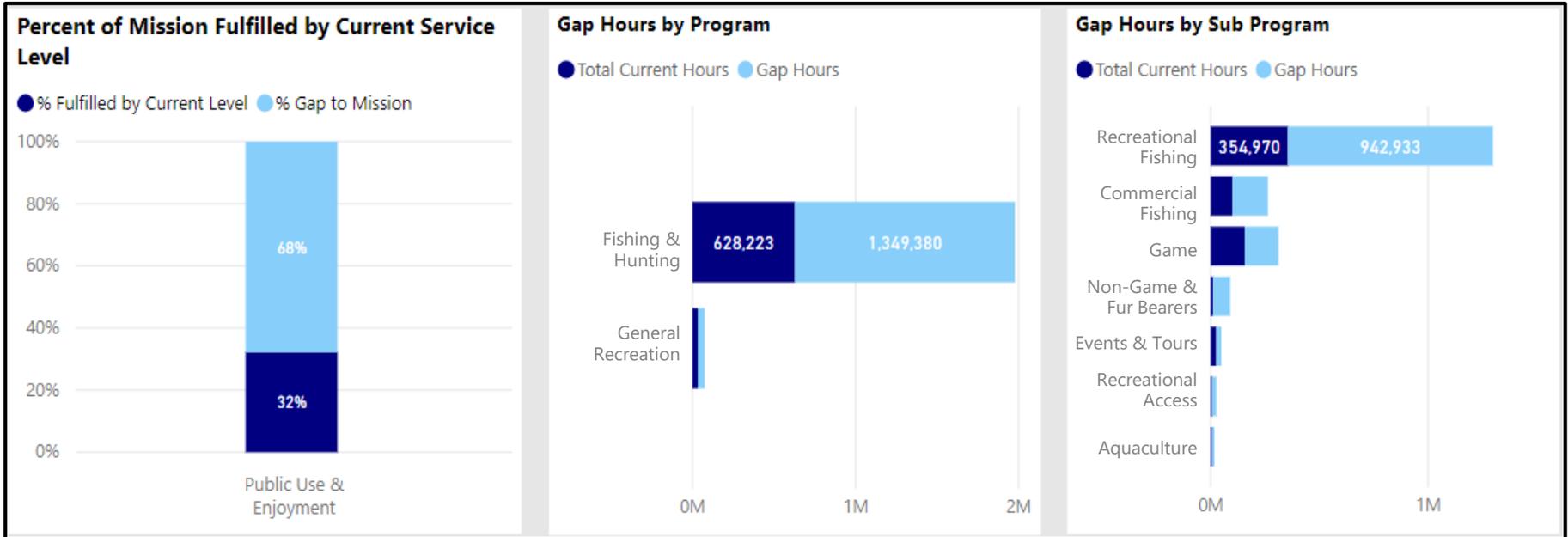
**Initial Findings Based on Preliminary Data:**
- **Preliminary summary:** 3x gap; 32% of mission level fulfilled today
- **Program/Subprogram with Largest Gap Hours:** Fishing & Hunting – Recreational Fishing, Fishing & Hunting – Commercial Fishing
- **Largest task today:** California Recreational Fishing Survey – Marine
- **Largest mission task:** Rotary Screw Trap

Preliminary Analysis of Permitting & Envt. Protection

CDFW provides fish and wildlife protection through oversight and authorization of actions that may affect species and habitats, and through response to oil spills in inland and marine waters.

Percent of Mission Fulfilled by Current Service Level

● % Fulfilled by Current Level ● % Gap to Mission

- Permitting & Environmen... Protection: 72% Gap to Mission, 28% Fulfilled by Current Level

Gap Hours by Program

● Total Current Hours ● Gap Hours

Program	Gap Hours
Development Authorizations	863,207
Environmental Review	595,491
Management & Research Authorizations	
Oil Spill Response	

Gap Hours by Sub Program

● Total Current Hours ● Gap Hours

Sub Program	Gap Hours
Lake & Streambed Alteration Agreements	353,503
CEQA	236,874
Natural Community Conservation Planning	208,634
CESA 2081(b) Permits	203,638
Water Rights	
FERC	
Depredations Permits	
Timber Harvesting Plans	
Mitigation & Conservation Banking	
Water Quality	

Initial Findings Based on Preliminary Data:

- **Preliminary summary:** 3.5x gap; 28% of mission level fulfilled today
- **Program/Subprogram with Largest Gap Hours:** Development Authorizations, Environmental Review
- **Largest task today:** Agreement (Typical)
- **Largest mission task:** Agreement (Typical)

Data as of 9/18/2019 v1

Preliminary Analysis of Species & Habitat Conservation

CDFW engages with many partners to monitor, manage, enhance, restore and conserve species, habitats, and ecosystems by providing economic incentives, working with land use planning processes, evaluating impacts from human-induced and natural pressures, implementing laws and policies, and acquiring and restoring land.
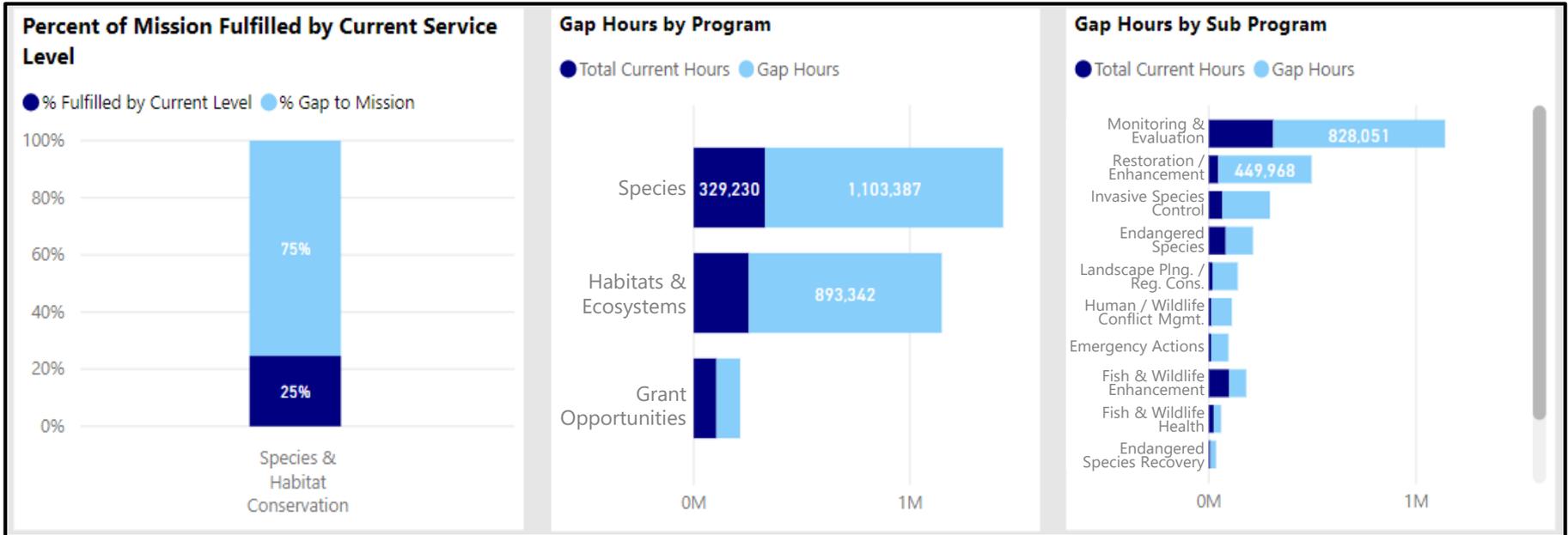
Initial Findings Based on Preliminary Data:

- **Preliminary summary:** 4x gap; 25% of mission level fulfilled today
- **Program/Subprogram with Largest Gap Hours:** Species – Monitoring & Evaluation, Habitats & Ecosystems – Restoration/Enhancement
- **Largest task today:** Detection Monitoring
- **Largest mission task:** Detection Monitoring

Data as of
9/18/2019 v1

June 2019 External Advisory Committee Service Level Analysis Workshop Summary

June 26, 2019 External Advisory Committee Meeting Attendance

External Groups/Interests Represented (per sign-in sheet)

- Seafood and Aquaculture Organizations
- Legislative Analyst's Office
- State Water Contractors
- Defenders of Wildlife
- California Wildlife Officers Foundation
- Mountain Lion Foundation
- Senate Natural Resources and Water
- Gaines & Associates
- Institute for Fisheries Resources/Pac. Coast Fed of Fisherman's Associations

- California Building Industry
- California Salmon Council
- California Sea Urchin Commission
- California Sportfishing League
- Trout Unlimited
- Backcountry Hunters and Anglers

External Advisory Committee Service Level Analysis Workshop Findings

External Advisory Committee participants reported perceived constraints/challenges across several different categories within CDFW

Current perceived constraints/challenges

Category	Percentage
Process	24%
Funding	19%
Staff capacity	19%
Legal	11%
Other	8%
Environmental Challenge	8%
Facilities and Equipment	5%
Technology	5%

0% 10% 20% 30%
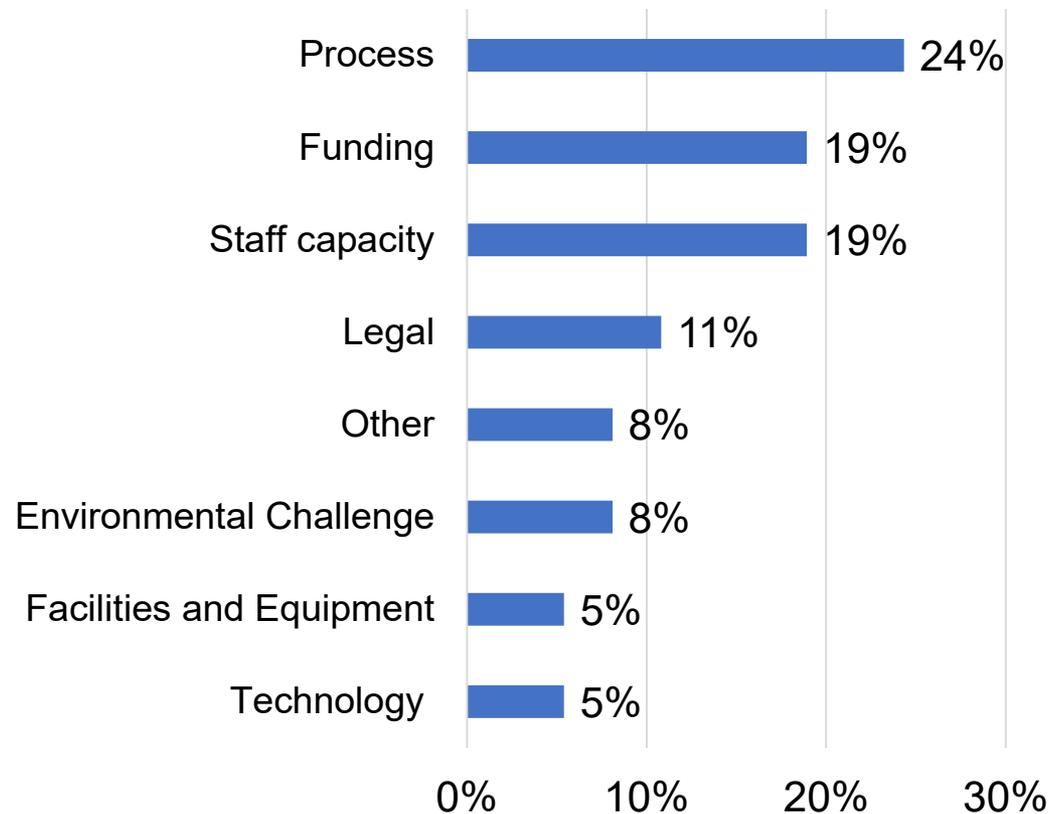
n=16

62% of participants reported perceived constraints in *Process, Funding and Staff Capacity*

External Advisory Committee Service Level Analysis Workshop Findings

External Advisory Committee participants reported a number of justifications for their desired performance standards within CDFW

Justification for desired performance standard

Justification	Percentage
Legal or legislative mandates	21%
Public access and opportunities	21%
Financial impact/cost	17%
Personal/organizational preference	8%
Comparison to other agencies	8%
Industry standards and benchmarks	8%
Environmental enhancement	8%
Other	4%
Greater ease/efficiency	4%

n=16
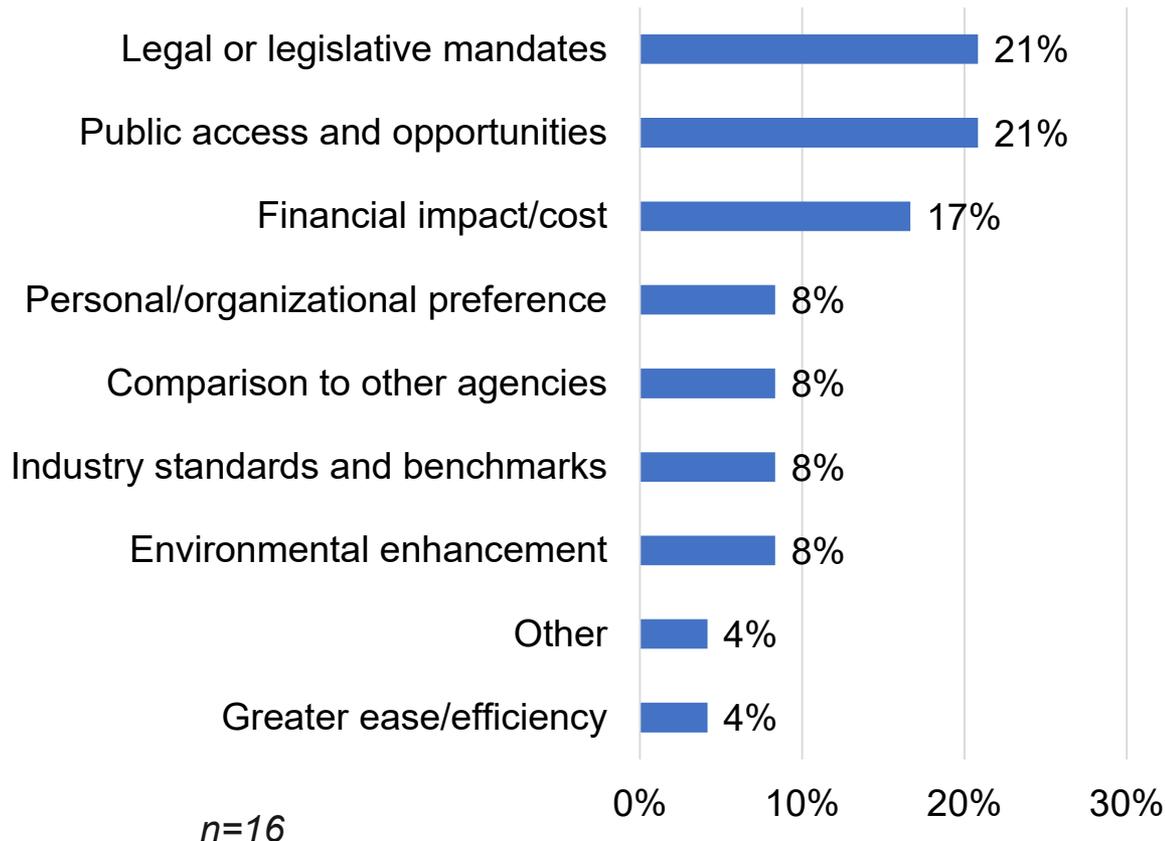
59% of participants reported *legal or legislative mandates, public access and opportunities,* and *financial impact/cost for their justification*

External Advisory Committee Service Level Analysis Workshop Findings

External Advisory Committee participants reported perceived areas of need across multiple CDFW services; the data gathered reflects interest areas of meeting attendees

Perceived Area of Need (Service)

12%
18%
24%
6%
41%

- Public Use & Enjoyment
- Species & Habitat Conservation
- Law Enforcement
- Lands & Facilities
- Permitting & Environmental Protection
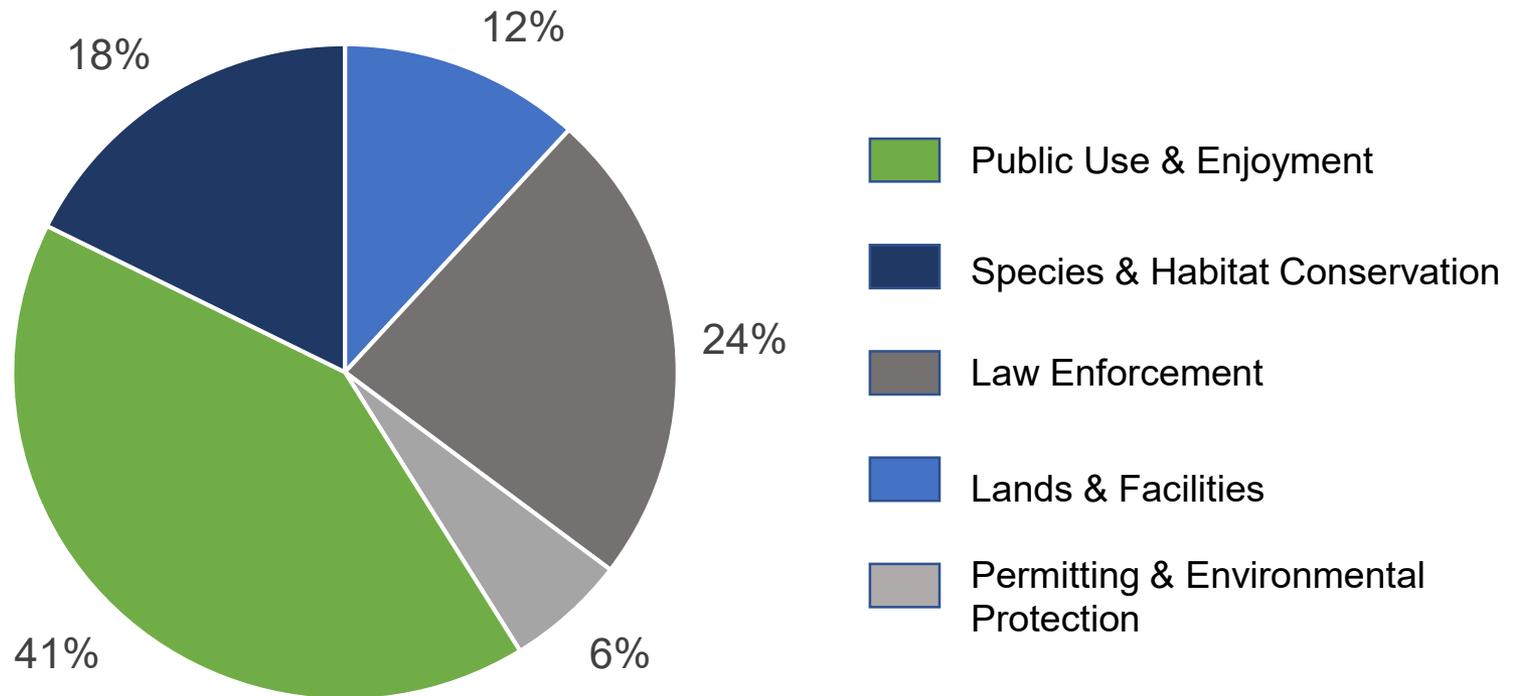
n=16

Preliminary Data Analysis By Service Area

SBB data for services for comparison to 6/26 External Advisory Committee workshop results

● Current   ● Gap

	Species & Habitat Conservation	Permitting & Environmental Protection	Law Enforcement	Public Use & Enjoyment	Lands & Facilities	Operational Support	Administrative Support	Education & Outreach
Multiplier	4x	3.5x	3x	3x	3x	3x	1.5x	2x
Gap	2,106,957	1,604,703	1,429,040	1,391,187	1,275,997	541,773	393,331	132,070
Current	688,814	616,048	648,544	660,951	639,974	231,792	864,739	155,597

Data as of
9/18/2019 v1

47

External Advisory Committee Service Level Analysis Workshop Findings

External Advisory Committee participants reported an array of perceived areas of need within CDFW; the data gathered reflects interest areas of meeting attendees

Perceived Areas of Need (Programs*) *n=16*
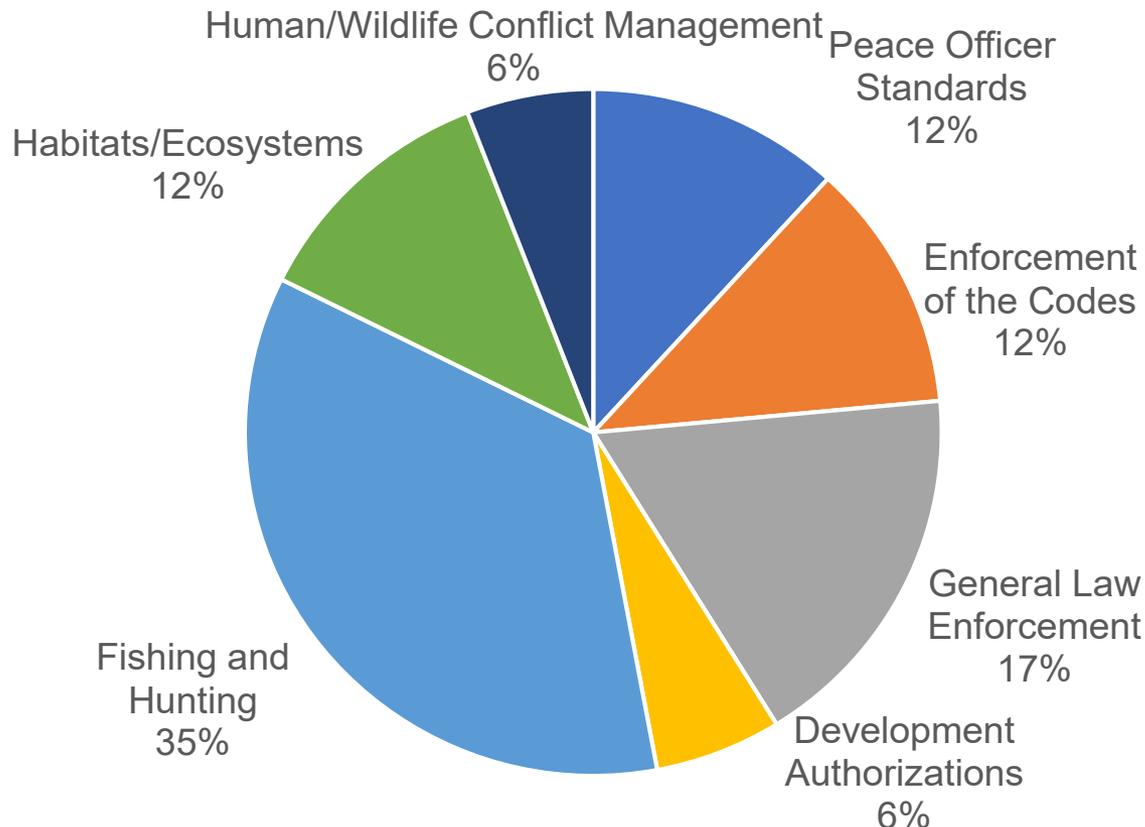
Additional Areas Noted*:

- CDFW Instructor Academy
- Public Safety
- Depredation
- K9 Care
- CESA/LSA
- Recreational Fishing
- Game
- Access/Mentorship
- Commercial Fish/Aquaculture
- Commercial Fishing
- Climate Adaptation
- Monitoring and Evaluation
- Mountain Lion Conflict Resolution

*In some instances, attendees listed "programs" and other areas of need differently than the established CDFW SBB service structure.

Preliminary Data Analysis By Program

Data for specific SBB programs for comparison to 6/26 External
Advisory Committee workshop results

● Current   ● Gap

Program	Current	Gap
Fishing & Hunting	628,223	1,349,380
Enforcement (includes General Law Enforcement Subprogram)	434,765	1,265,397
Species (includes Human & Wildlife Conflict Subprogram)	329,230	1,103,387
Habitats & Ecosystems	254,687	893,342
Development Authorizations	219,275	863,207
Environmental Review (included due to relation to Enforcement of Codes)	156,743	595,529
Professional Standards	195,721	133,191

Data as of
9/18/2019 v1

A Look Ahead: Phase 2

Phase 2 Activities

In Phase 2, SBB continues to refine the data and begins analyzing and prioritizing the best options to address identified constraints and challenges

Phase 1: Find the Gap	➡	Phase 2: Analyze Options & Prioritize Actions
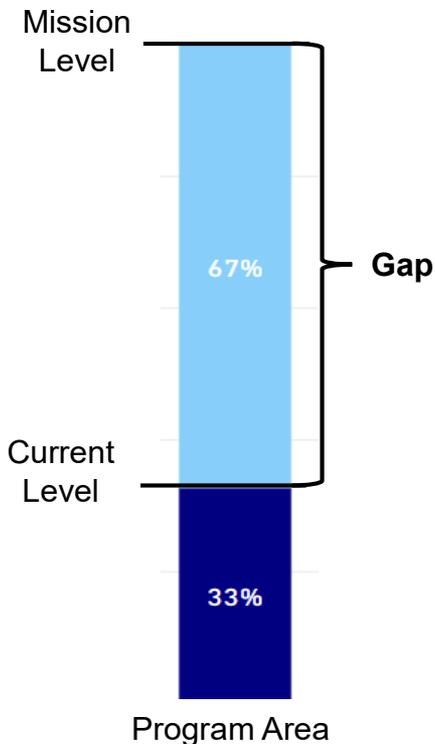
Mission Level

67%

Gap

Current Level

33%

Program Area

FOR ILLUSTRATIVE PURPOSES ONLY

Mission, Policies, Mandates
Clarify mission level service standards and propose legislative, regulatory, or policy adjustments where appropriate

Process Improvements
Streamline processes to improve efficiency and/or effectiveness

External Partners
Clarify expectations and improve division of labor with other stakeholders

Technology & Equipment
Identify assets to improve efficiency

Labor
Determine where increased staffing is most effective

Phase 2: Analyze & Prioritize Options

Based on operational findings, solutions for the gap will be considered and categorized to determine specific operational and budget changes needed

Start / Stop / Continue Analysis may be used to identify new activities to pursue, existing activities to stop or reduce, and existing activities to continue

Operational and Budget Changes: SBB findings identifying constraints and challenges will be incorporated in operations and budgeting where necessary.

"**By April 15, 2021**, the department shall report in its legislative oversight hearings how the **findings of the service-based budget review have been incorporated** into the department's operations and budget and any **changes the department proposed to its operations or budget** resulting from the service-based budget review."

Fish & Game Code 712.1 (SB 854)

Working Together

In Phase 2, CDFW leaders will continue engaging internal and external stakeholders to strategize the path forward for reducing the gap

Share Analysis of Identified Constraints and Challenges

Focus of SBB Phase 2 Stakeholder Engagement Efforts

Developing Solutions to Address Challenges

Receive Feedback and Input

Work Together to Identify Solutions
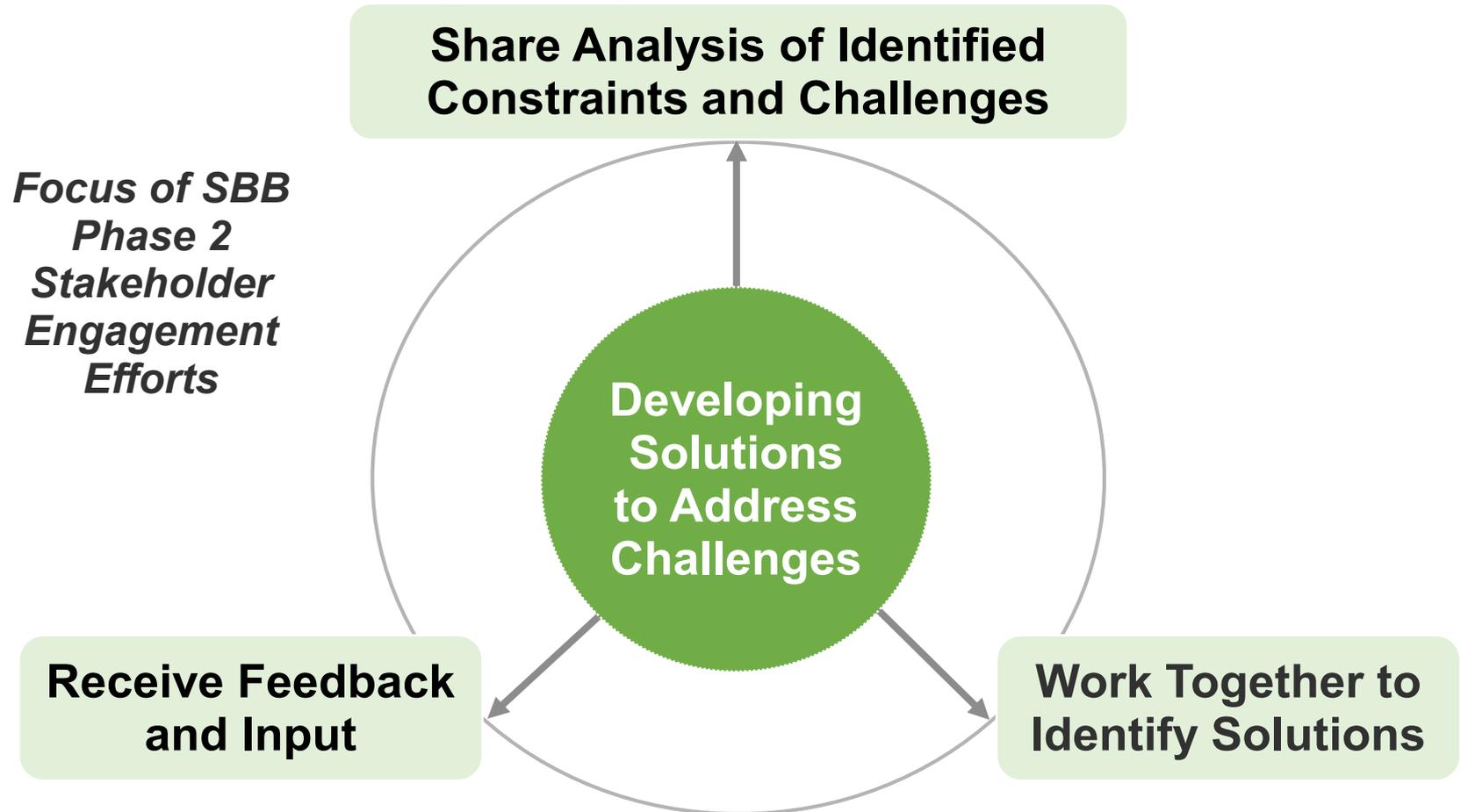
To facilitate effective, transparent, and consistent processing of stakeholder feedback and input, standardized SBB analysis reporting and feedback forms will be used. Comments received from stakeholders will be shared with CDFW leadership for review and may be made available to the public.

SBB Analytics

The SBB dashboards are accessed and managed by CDFW through PowerBI, a license-enabled business analytics service

CDFW SBB Analysis
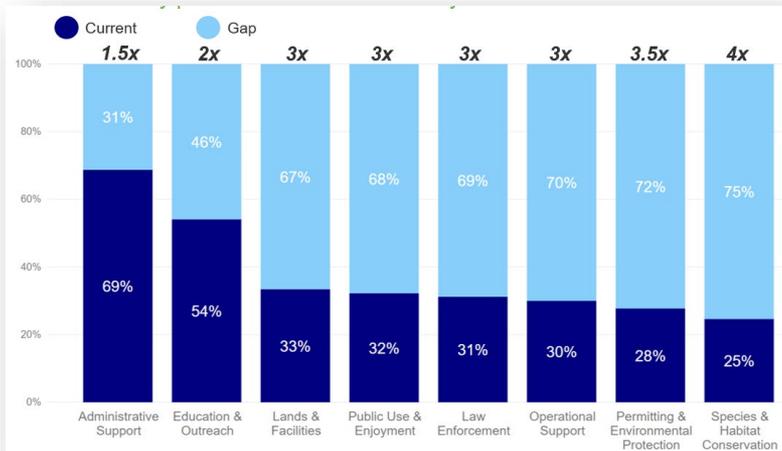
ILLUSTRATIVE DATA, FOR EXAMPLE PURPOSES ONLY

Stakeholder inquiries

Efficient reply, based on SBB data and Power BI dashboards
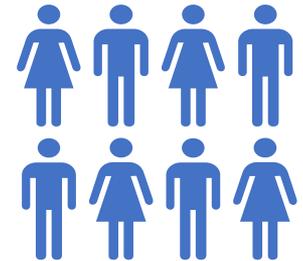
CDFW will be able to leverage analytics capabilities enabled by SBB data reporting in PowerBI to inform budgeting and process improvement decisions. Power BI will also support CDFW in responding to stakeholder inquiries about SBB data.

Questions and Feedback

Future Meetings

External Advisory Committee Engagement

The External Advisory Committee will continue to be engaged and informed on project activities and progress

Upcoming Activities	Timing
SBB Project External Advisory Committee Meetings	Quarterly *(next meeting targeted for early 2020)*

Ways to stay informed

- Visit the SBB website: www.wildlife.ca.gov/Budget/Service-Based-Budgeting
- Contact SBBInfo@wildlife.ca.gov

We Want to Hear From You

SBB Project Update Meeting: Feedback Survey

1. I have a good understanding of the CDFW SBB project, including recent accomplishments and upcoming objectives.

   Strongly Agree — Agree — Neutral — Disagree — Strongly Disagree

2. The time allocated for the meeting was appropriate.

   Strongly Agree — Agree — Neutral — Disagree

3. The location of the meeting was suitable.

   Strongly Agree — Agree — Neutral — Disagree

4. The time of the meeting was suitable.

   Strongly Agree — Agree — Neutral — Disagree

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

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.

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

CDFW's SBB "What We Do" Chart

As of September 5, 2019

CDFW's "*What We Do*" Chart

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	Permitting & Environmental Protection	Education & Outreach	Law Enforcement	Operational Support	Administrative Support
CDFW provides opportunities to connect with and sustainably utilize the state's diverse fish, wildlife, and plant resources and their surrounding habitats. These activities include cultural uses, wildlife viewing, hunting, recreational and commercial fishing, and aquaculture.	*CDFW engages with many partners to monitor, manage, enhance, restore and conserve species, habitats, and ecosystems by providing economic incentives, working with land use planning processes, evaluating impacts from human-induced and natural pressures, implementing laws and policies, and acquiring and restoring land.*	*CDFW acquires and manages wildlife areas, ecological reserves, fish hatcheries, public access facilities and partnership lands to conserve a rich diversity of fish, wildlife, plants and their habitats for their intrinsic values and enjoyment by the public. These properties comprise habitats from every major ecosystem in the state.*	*CDFW provides fish and wildlife protection through oversight and authorization of actions that may affect species and habitats, and through response to oil spills in inland and marine waters.*	*CDFW strives to provide quality information, education and outreach services with clarity and insight to both internal and external audiences – fostering an understanding and appreciation of CDFW and the services it provides.*	*CDFW protects California's natural resources and provides public safety through professional, effective and responsive law enforcement efforts.*	*CDFW's operational support services provide specialized support across CDFW's scientific, technical, resource management, and policy programs. These services focus on improving CDFW's abilities to design, monitor, analyze, and utilize its resources throughout the state.*	*CDFW's administrative support services provide critical functions that help CDFW accomplish its mission by hiring staff, procuring goods, paying bills, responding to legal or legislative requests, and maintaining information technology operations.*

CDFW's "*What We Do*" Chart

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	Permitting & Environmental Protection	Education & Outreach	Law Enforcement	Operational Support	Administrative Support
Fishing & Hunting	Grant Opportunities	Facilities	Development Authorizations	Communications	Enforcement	Engineering	Admin
General Recreation	Habitats & Ecosystems	Lands	Environmental Review	Education	Professional Standards	Field Operations	IT Operations & Systems
	Species		Management & Research Authorizations	Outreach	Protection	Fish & Game Commission	Legal
			Oil Spill Response			Laboratories	Legislative Affairs
						Science Integration	
						Species & Habitat Mapping	

Legend:
- Service
- Program
- Sub-Program
- Task Category
- Task

As of September 5, 2019. Subject to additional refinement. 63

What We Do

Public Use & Enjoyment

Public Use & Enjoyment Overview
CDFW provides opportunities to connect with and sustainably utilize the state's diverse fish, wildlife, and plant resources and their surrounding habitats. These activities include cultural uses, wildlife viewing, hunting, recreational and commercial fishing, and aquaculture.

What We Do

Species & Habitat Conservation

Species & Habitat Conservation Overview
CDFW engages with many partners to monitor, manage, enhance, restore and conserve species, habitats, and ecosystems by providing economic incentives, working with land use planning processes, evaluating impacts from human-induced and natural pressures, implementing laws and policies, and acquiring and restoring land.

As of September 5, 2019. Subject to additional refinement. 65
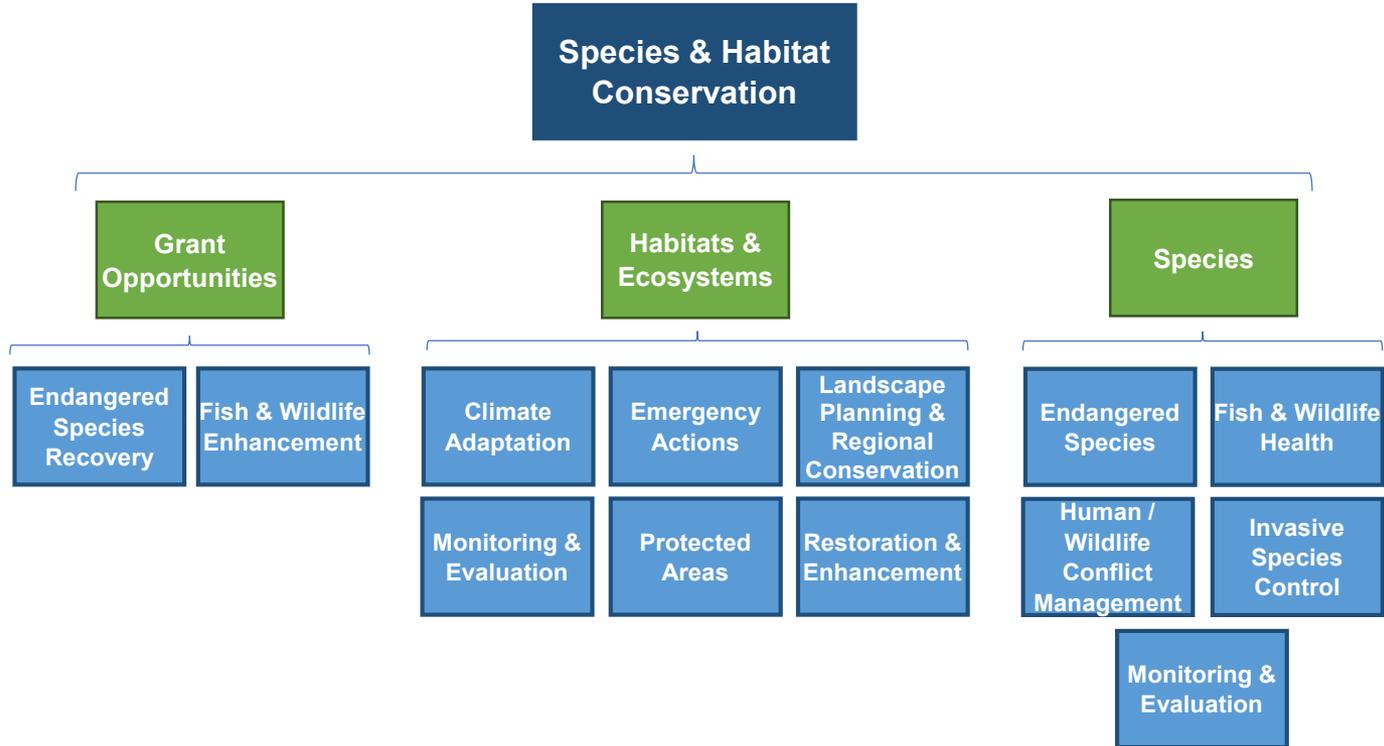
What We Do

Lands & Facilities

Lands & Facilities Overview
CDFW acquires and manages wildlife areas, ecological reserves, fish hatcheries, public access facilities and partnership lands to conserve a rich diversity of fish, wildlife, plants and their habitats for their intrinsic values and enjoyment by the public. These properties comprise habitats from every major ecosystem in the state.

```
                        Lands & Facilities
                   ┌───────────┴───────────┐
              Facilities                  Lands
          ┌───────┴───────┐         ┌───────┴───────┐
      Hatcheries   Public      Ecological      Land
                   Access      Reserves     Acquisition
                   Facilities
                                Undesignated   Wildlife
                                Lands          Areas
```

Service
↓
Program
↓
Sub-Program
↓
See Task Catalog
Task Category
↓
Task
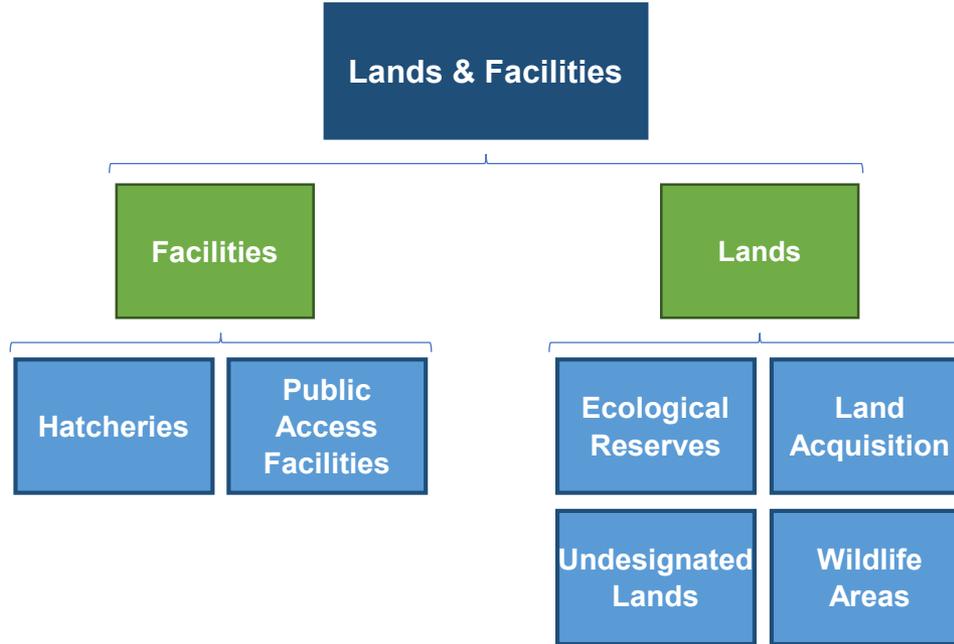
What We Do

Permitting & Environmental Protection

Permitting & Environmental Protection Overview
CDFW provides fish and wildlife protection through oversight and authorization of actions that may affect species and habitats, and through response to oil spills in inland and marine waters.

```
                    ┌─────────────────────────────┐
                    │   Permitting &              │
                    │   Environmental             │
                    │   Protection (1/2)          │
                    └─────────────────────────────┘
```

Development Authorizations

- CESA 2081(b) Permits
- Consistency Determinations CESA 2080.1
- Lake & Streambed Alteration Agreements
- Mitigation & Conservation Banking
- Mitigation Credit Agreements
- Natural Community Conservation Planning
- Suction Dredging Permits

Environmental Review

- CEQA
- FERC
- Federal Projects
- NEPA
- Timber Harvest Plans
- Water Quality
- Water Rights

Legend:
- Service
- Program
- Sub-Program
- *See Task Catalog*
- Task Category
- Task

As of September 5, 2019. Subject to additional refinement. 67
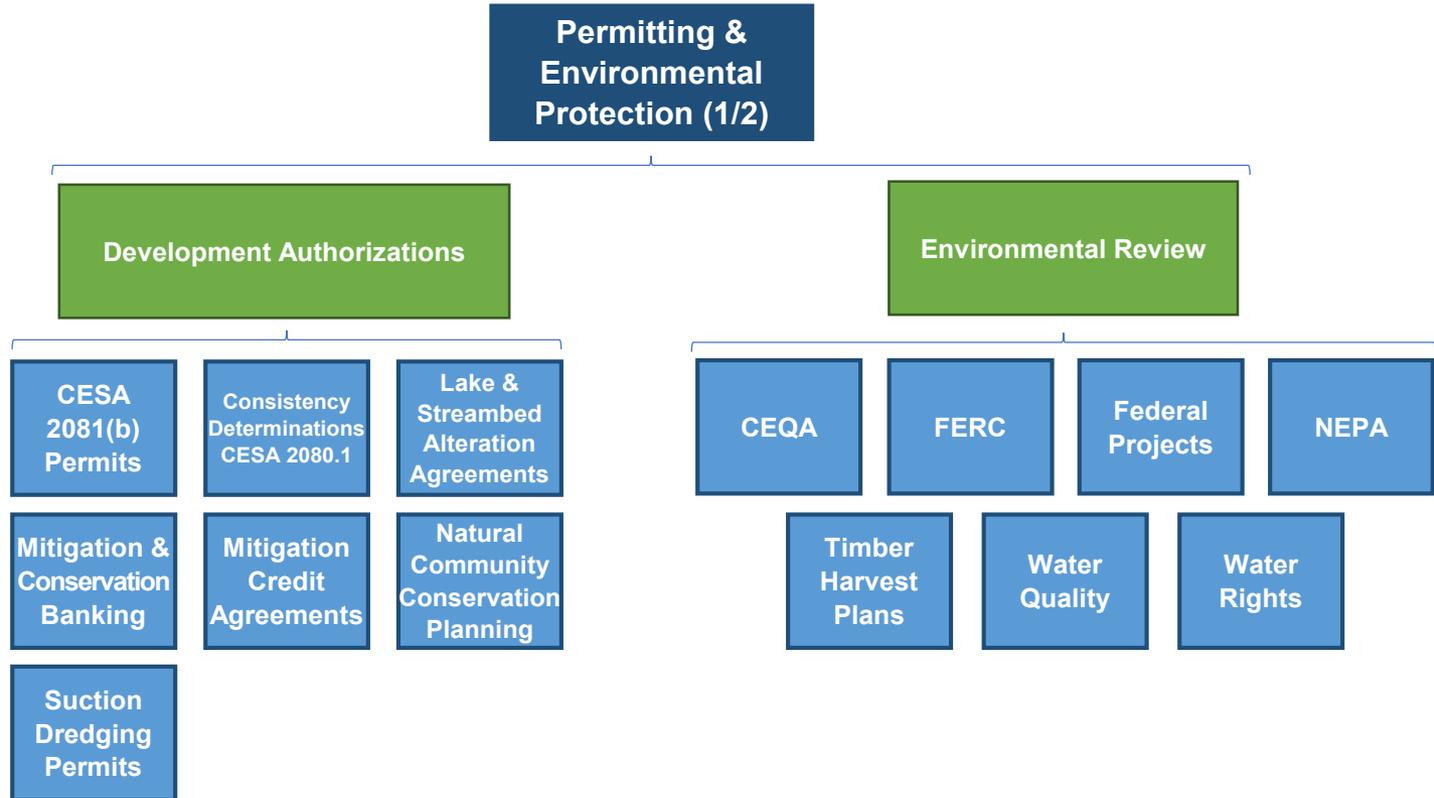
What We Do

Permitting & Environmental Protection (cont.)

Permitting & Environmental Protection Overview

CDFW provides fish and wildlife protection through oversight and authorization of actions that may affect species and habitats, and through response to oil spills in inland and marine waters.

Permitting & Environmental Protection (2/2)

Management & Research Authorizations

Oil Spill Response

CESA 2081(a) Permits	**Depredation Permits**	**ESA Authoriza-tions**
Fully Protected Species MOUs	**Habitat Restoration & Enhancement Act**	**Restricted Species Permits**
Safe Harbor Agreements	**Scientific Collection Permits**	**Desert Tortoise Permits**

Preparedness	**Prevention**	**Response**

Legend:
- **Service**
- **Program**
- **Sub-Program**
- *See Task Catalog*
- **Task Category**
- **Task**

As of September 5, 2019. Subject to additional refinement. 68

What We Do

Education & Outreach

Education & Outreach Overview
CDFW strives to provide quality information, education and outreach services with clarity and insight to both internal and external audiences – fostering an understanding and appreciation of CDFW and the services it provides.

```
                        Education &
                         Outreach

    Communications        Education         Outreach

  Digital    Emergency   Established        Marketing   Publications
  Media    Communications Programs  Services

  Media     Public
  Relations Inquiries
```

Legend:
- Service
- Program
- Sub-Program
- *See Task Catalog*
- Task Category
- Task
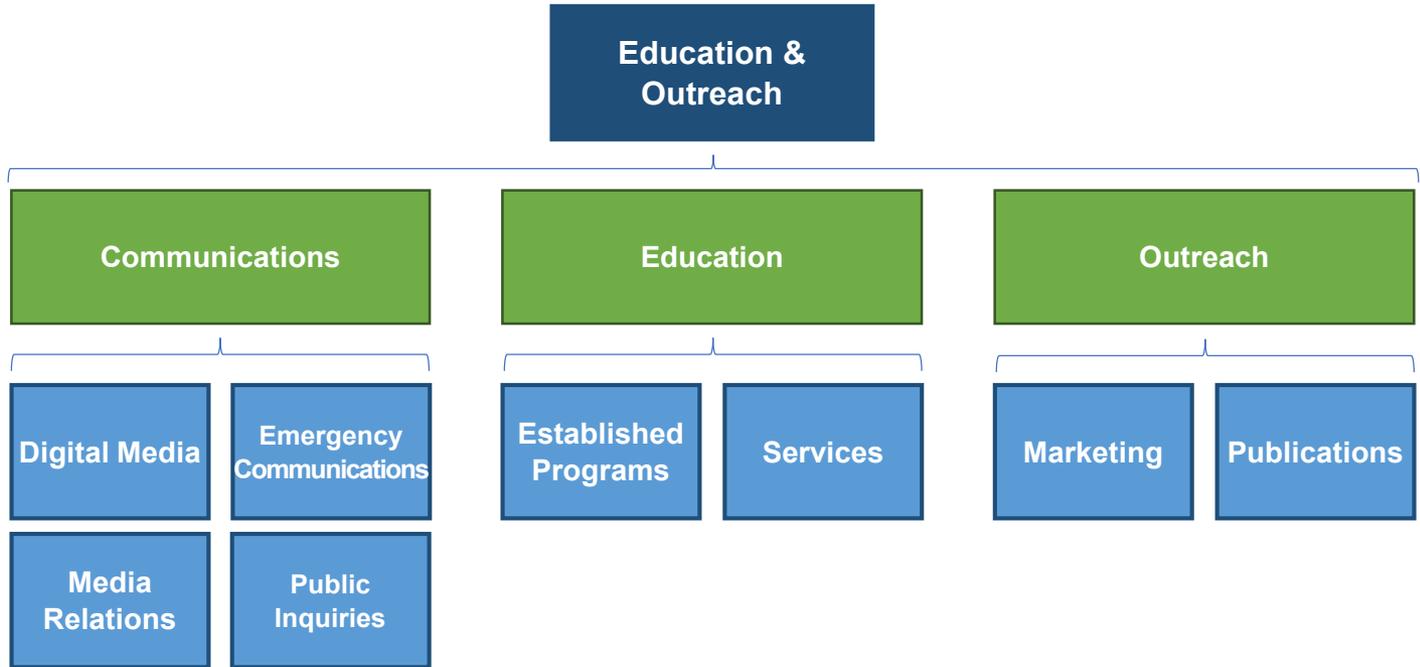
What We Do

Law Enforcement

Law Enforcement Overview
CDFW protects California's natural resources and provides public safety through professional, effective and responsive law enforcement efforts.

```
                          Law Enforcement
              ┌────────────────┼────────────────┐
         Enforcement    Professional         Protection
                          Standards
```

Enforcement				Professional Standards			Protection	
Cannabis Enforcement	General Law Enforcement	Hunting & Fishing Enforcement	Wildlife Trafficking Enforcement	Internal Investigations & Recruitment	Peace Officer Standards & Training	Technological Research & Development	Dignitary Protection	Public Safety

Legend:

- **Service**
- **Program**
- **Sub-Program**

See Task Catalog

- **Task Category**
- **Task**

What We Do
Operational Support

> **Operational Support Overview**
> *CDFW's operational support services provide specialized support across CDFW's scientific, technical, resource management, and policy programs. These services focus on improving CDFW's abilities to design, monitor, analyze, and utilize its resources throughout the state.*

Operational Support

- **Engineering**
  - Facility Design
  - Hydraulic Modeling
  - Project Review
- **Field Operations**
  - Air Services
  - Dive Operations
 - Vessel Operations
- **Fish & Game Commission**
  - Policy
- **Laboratories**
  - Aquatic Bioassess-ment Lab
  - Fish Health Lab
  - Genetic Research Lab
  - Marine Pollution Studies Lab Group
  - Petroleum Chemistry Lab
  - Shellfish Health Lab
  - Water Pollution Control Lab
  - Wildlife Forensics Lab
  - Wildlife Investigations Lab
- **Science Integration**
  - Science Integration
- **Species & Habitat Mapping**
  - Data Development
  - Data Stewardship
  - Ecological Analysis

Legend:
- Service
- Program
- Sub-Program
- *See Task Catalog*
- Task Category
- Task

As of September 5, 2019. Subject to additional refinement. 71

What We Do

Administrative Support

Administrative Support Overview
CDFW's administrative support services provide critical functions that help CDFW accomplish its mission by hiring staff, procuring goods, paying bills, responding to legal or legislative requests, and maintaining information technology operations.

Administrative Support

- **Administration**
  - Asset Management
  - Audits
  - Business
  - Equal Employment Opportunity
  - Fiscal
  - Org Development
  - Personnel
  - Sustainability
- **IT Operations & Systems**
  - Business Process Improvement
  - Information Security & Compliance
  - IT Infrastructure Support
- **Legal**
  - Legal
- **Legislative Affairs**
  - Bill Analysis
  - Bill Proposals
  - Legislative Inquiries
  - Program Support

Legend:
- Service
- Program
- Sub-Program
- *See Task Catalog*
- Task Category
- Task