California Department of Fish and Wildlife

External Advisory Committee Meeting

Service Based Budgeting Project
Phase 2: Analyze

June 26, 2019
# SBB External Advisory Committee Meeting

## 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>Project Overview and Status Report</td>
<td>20 min.</td>
</tr>
<tr>
<td>Questions and Feedback</td>
<td>15 min.</td>
</tr>
<tr>
<td>CDFW Service Level Analysis Workshop</td>
<td>60 min.</td>
</tr>
<tr>
<td>Future Meetings</td>
<td>5 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**

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

**Review**

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

**Relay**

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

SBB Project Core Team

• Chuck Bonham, Director
• Valerie Termini, Acting Chief Deputy Director
• Stafford Lehr, Deputy Director, Wildlife and Fisheries Division
• Tom Lupo, Deputy Director, Data & Technology Division
• Nathan Voegeli, Attorney and Tribal Liaison (Project Manager)

Administrative Division and Office of Communications, Education, and Outreach (OCEO)

• Dan Reagan, Fiscal Operations Assistant Deputy Director, Administrative Division
• Jordan Traverso, Deputy Director, OCEO

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.
Service Based Budgeting Project Overview and Status Report
A New Budgeting Approach

The Department is taking on 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

<table>
<thead>
<tr>
<th>A Department Restructuring</th>
<th>A Funding Decision</th>
<th>A Fixed Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>While SBB may highlight areas for efficiency improvement, restructuring the Department is not the intent of SBB</td>
<td>Although SBB will demonstrate which services require additional funding, funding changes are not part of SBB</td>
<td>SBB tasks and service levels should be reviewed each year in advance of the budget cycle</td>
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</tbody>
</table>
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
### Phased SBB Approach (Through 2021)

The SBB implementation will occur over two years with distinct phases.

<table>
<thead>
<tr>
<th>Phases</th>
<th>Activities</th>
<th>Outcomes</th>
<th>Activities</th>
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</thead>
<tbody>
<tr>
<td>Jan. 2019</td>
<td>- Develop detailed project plan</td>
<td>- Approach and Timeline</td>
<td>- Department SBB Structure</td>
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<tr>
<td></td>
<td>- Develop SBB framework and program structure</td>
<td>- Subject matter expert selection and training</td>
<td>- SBB Operational Plan</td>
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<td></td>
<td>- Collect SBB data</td>
<td>- SBB Taxonomy and Methodology</td>
<td>- SBB Findings</td>
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<td></td>
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<td>- Stakeholder Engagement Plan</td>
<td>- Stakeholder Engagement Sessions</td>
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<tr>
<td>April 2019</td>
<td>- Discover</td>
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<td></td>
<td>- Analyze current SBB services</td>
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<td></td>
<td>- Perform gap analysis to desired service levels</td>
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<td></td>
<td>- Execute stakeholder engagement plan</td>
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<tr>
<td>Aug. 2019</td>
<td>- Analyze</td>
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<td></td>
<td>- Analyze current SBB services</td>
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<tr>
<td>Sept. 2019</td>
<td>- Analyze</td>
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<tr>
<td></td>
<td>- Analyze current SBB services</td>
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<tr>
<td></td>
<td>- Perform gap analysis to desired service levels</td>
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<td>- Execute stakeholder engagement plan</td>
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<tr>
<td>Apr. 2020</td>
<td>- Design future SBB process</td>
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<td></td>
<td>- Develop tool functional requirements</td>
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<td></td>
<td>- Execute stakeholder engagement plan</td>
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<tr>
<td>Apr. 2021</td>
<td>- Operationalize</td>
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<td></td>
<td>- Drive tool user acceptance testing</td>
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<td></td>
<td>- Establish SBB long-term process</td>
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<td></td>
<td>- Conduct SBB data update training</td>
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<td></td>
<td>- Refine task library</td>
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<td></td>
<td>- Identify and support implementation of SBB findings</td>
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| Note: Dates and details of project phases have been updated as of June 2019.
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
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>Core Team</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></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></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.
SBB External CDFW Stakeholders

CDFW is committed to engaging a diverse range of external stakeholders over the course of the SBB review.
SBB Journey (Current Phases)

Establish Service Structure

Select and Train Subject Matter Experts

Complete Task Catalog*

Complete Mission Level Data Collection

Complete Current State 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

*The SBB task catalog is subject to further refinement and will continue to be reviewed by SBB subject matter experts, project team members, and stakeholders
What We Do: Our Mission

The Mission Statement was categorized into 8 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
- Education & Outreach
- Lands & Facilities
- Operational Support
- Administrative Support

SBB Model

Mission
Service Hierarchy
Service
Program
Sub Program
Task Category
Task
Developing the Task Catalog

Subject matter experts created a catalog for each of the 8 core services capturing all of the tasks required to achieve the Department’s mission, which has undergone multiple rounds of stakeholder review.

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.
External Stakeholder Task Catalog Review

The May 2019 draft of all CDFW SBB tasks was shared on CDFW’s SBB webpage for public review and feedback.

Service Based Budgeting

Directed by the Legislature, driven by our strategic vision, conducting a comprehensive Service Based Budgeting (SBB) project at CDFW

The Service Based Budgeting Project at CDFW

SBB is a budgeting approach that identifies the tasks needed to accomplish the future budget based on the time needed to complete these tasks focused and organized by CDFW’s services to the public.

The SBB project is governed by a team of CDFW executive leaders and staff from across the department working alongside independent contractors.

The SBB project is a long-term effort running through 2021, when the Service Based Budgeting (SBB) project is scheduled to be completed.

Informational Resources

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

Project Updates

- 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 - May 2019 (Excel)
The Mission Level Calculation for Tasks

Labor hours are summed for tasks across all regions, branches, and functions to give the total hours needed to meet CDFW's mission.

Three factors:
- **L** for labor hours,
- **F** for frequency,
- **M** for multiplier count.

One product:
- **T** for total labor hours per year spent on a given task.
### Mission Level Data for Tasks (Example)

#### Example: Hunter education class

<table>
<thead>
<tr>
<th>Formula</th>
<th>Labor Hours</th>
<th>Frequency</th>
<th>Multiplier Count</th>
<th>Annual Task Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>How many labor hours were needed for the task per year?</td>
<td>1700</td>
<td>1</td>
<td>1700</td>
<td>19,550 hours (Warden) + 19,550 hours (F&amp;G Lt.) + 19,550 hours (Volunteer) = 58,650 hrs</td>
</tr>
<tr>
<td>How many times a year should the task happen to be complete?</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>How many times should the task be repeated when it happens?</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>How many labor hours were needed for the task per year?</td>
<td></td>
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</tr>
</tbody>
</table>

#### Question

- What is the ideal labor class and hours required to complete each task?
- How many times a year should the task happen to be complete?
- How many times a year should the task happen to be complete?
- How many times a year should the task be repeated when it happens?
- How many labor hours were needed for the task per year?

#### Example

- How many times a year should the class be offered per hunter?
- How much Warden, Fish and Game Lt., and Volunteer time is needed?

<table>
<thead>
<tr>
<th>Warden</th>
<th>Fish &amp; Game Lt.</th>
<th>Volunteer</th>
</tr>
</thead>
<tbody>
<tr>
<td>11.5 hours</td>
<td>11.5 hours</td>
<td>11.5 hours</td>
</tr>
</tbody>
</table>

The multiplier represents the ideal number of times a task will be performed in a particular region, branch, or function.

**DATA FOR ILLUSTRATIVE PURPOSES ONLY.**
A Look at the MLDC Tool (1/2)

In the data collection tool, CDFW staff enter mission service level data for each Department task (tasks uploaded from the SBB Task Catalog).
A Look at the MLDC Tool (2/2)

In the data collection tool, CDFW staff enter mission service level data for each Department task (tasks uploaded from the SBB Task Catalog).
Regional staff will assign the working hours of each position in their region to the applicable tasks currently performed by that position.

### Current State Data for Tasks

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

<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 &amp; Hunting</td>
<td>Species mgmt plan updates</td>
<td>630</td>
</tr>
<tr>
<td></td>
<td>Permitting &amp; Enviro Protection</td>
<td>Process scientific collection 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>140</td>
</tr>
<tr>
<td></td>
<td>Species &amp; Habitat Conservation</td>
<td>Human/Wildlife conflict</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>Education</td>
<td>Human/Wildlife info materials</td>
<td>100</td>
</tr>
</tbody>
</table>

**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.
A Look at the CSDC Tool (1/3)

Current state data will be collected by allocating labor hours of Department positions to tasks (tasks uploaded from the SBB Task Catalog)

DATA FOR ILLUSTRATIVE PURPOSES ONLY.
A Look at the CSDC Tool (2/3)

Current state data will be collected by allocating labor hours of Department positions to tasks (tasks uploaded from the SBB Task Catalog).
A Look at the CSDC Tool (3/3)

Current state data will be collected by allocating labor hours of Department positions to tasks (tasks uploaded from the SBB Task Catalog)
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

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 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.

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

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

## Activities In Progress

<table>
<thead>
<tr>
<th>Mission and Current Service Level Data Collection</th>
<th>The Department is collecting desired and current service level data for Department tasks for each service across all Regions and Branches.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Validation and Review</td>
<td>Regional Managers, Branch Chiefs, and similar roles are validating and submitting service level data for review by the SBB Executive Working Group.</td>
</tr>
<tr>
<td>Task Measurement and Performance Calculation</td>
<td>Labor hours per task are being compiled in order to identify PY needs to meet mission levels of service. Current levels of service are being collected through allocation of actual staff time.</td>
</tr>
<tr>
<td>Stakeholder Engagement</td>
<td>The Department continues to engage internal and external stakeholders through project documentation and progress reporting, regular informational communications, and collaborative meetings. <em>(Contract Deliverables #7 and #8: Internal and External Stakeholder Engagement Sessions)</em></td>
</tr>
</tbody>
</table>
## Upcoming Activities

<table>
<thead>
<tr>
<th>Service Level Gap Analysis</th>
<th>An analysis of the difference between mission and current service levels will be conducted for each of the core services to inform future budgeting.</th>
</tr>
</thead>
<tbody>
<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.</td>
</tr>
</tbody>
</table>

## SBB Design Phase Preview

- Design future state budget and allocation process
- Develop functional requirements for long term SBB tracking tool
- Continue facilitating stakeholder engagement plan
Questions and Feedback
CDFW Service Level Analysis Workshop
Service Level Analysis Workshop: Overview

Share your insights and observations regarding key areas of need across CDFW’s SBB “What We Do” Chart

- Break out into small groups across CDFW SBB services
- Document perceived areas of need, current challenges, and justification
- Discuss observations within groups and pick top three to present
- Report group insights to Committee and CDFW SBB Project Team
- Rotate to comment on different perceived areas of need
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.

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.

As of June 2019. Subject to additional refinement.
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.

As of June 2019. Subject to additional refinement.
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.

As of June 2019. Subject to additional refinement.
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 June 2019. Subject to additional refinement.
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.
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.

Development Authorizations

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

Environmental Review

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

As of June 2019. Subject to additional refinement.
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.

As of June 2019. Subject to additional refinement.
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.

As of June 2019. Subject to additional refinement.
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.

As of June 2019. Subject to additional refinement.
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.

As of June 2019. Subject to additional refinement.
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.
Service Level Analysis Workshop: Overview

Share your insights and observations regarding key areas of need across CDFW’s SBB “What We Do” Chart

- Break out into small groups across CDFW SBB services
- Document perceived areas of need, current challenges, and justification
- Discuss observations within groups and pick top three to present
- Report group insights to Committee and CDFW SBB Project Team
- Rotate to comment on different perceived areas of need
Moving Forward

Next Steps

• Compare committee workshop insights and observations with SBB data gap analysis to identify:
  • Areas of alignment
  • Areas of difference
  • Key takeaways

Longer Term

• Design future budget and allocation process informed by SBB data
• Track performance metrics and enable data driven decision making on budget and operational changes

Stakeholders will continue to be engaged and informed throughout this process.
Future Meetings
Phased SBB Approach (Through 2021)

The SBB implementation will occur over two years with distinct phases

<table>
<thead>
<tr>
<th>Activities</th>
<th>Outcomes</th>
</tr>
</thead>
</table>
| **Discover** | • Develop detailed project plan  
• Develop SBB framework and program structure  
• Collect SBB data |
| **Analyze** | • Approach and Timeline  
• Subject matter expert selection and training  
• SBB Taxonomy and Methodology  
• Stakeholder Engagement Plan |
| **Design** | • Task Measurement and Performance Calculation  
• Stakeholder Engagement Sessions |
| **Operationalize** | • Department SBB Structure  
• Tool Functional Requirements  
• Stakeholder Engagement Sessions  
• Final Project Status Report |
| **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 |

**Outcomes**

**Current Scope**

**Future Phases**

Note: Dates and details of project phases have been updated as of June 2019.
## External Advisory Committee Engagement

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

<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 (next meeting targeted for late August/early September)</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 and As Needed</td>
</tr>
<tr>
<td>SBB Informational Resources and Materials</td>
<td></td>
</tr>
<tr>
<td>SBB Project Update Communications</td>
<td></td>
</tr>
</tbody>
</table>
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. I had an opportunity to share my insights and observations regarding my areas of interest.
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree

3. I appreciated the interactive workshop format used for this meeting.
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree

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

5. The location of the meeting was suitable.
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree

6. The time of the meeting was suitable.
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree

7. 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.
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