

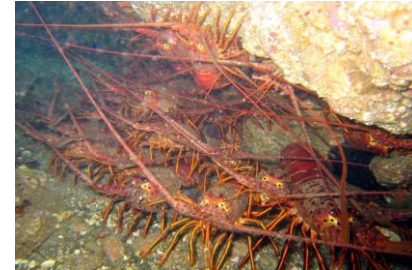


California Department of Fish and Wildlife



Operationalize Phase Overview

April 2020



Contents

Item	Page
Project Background	3
Operationalize Phase	8
External Stakeholder Engagement	14

SBB Project Overview

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

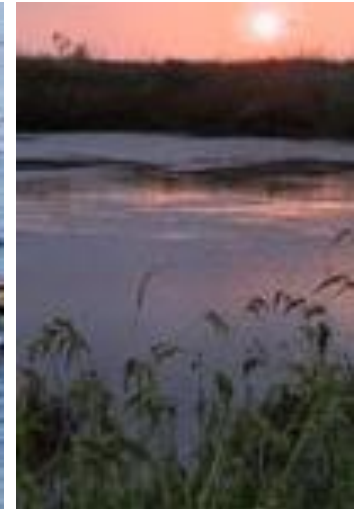
The service based budget review shall study and report on all of the following

Define service standards to meet mission

Detail cost estimates and staffing requirements

Compare current service levels to identified standards

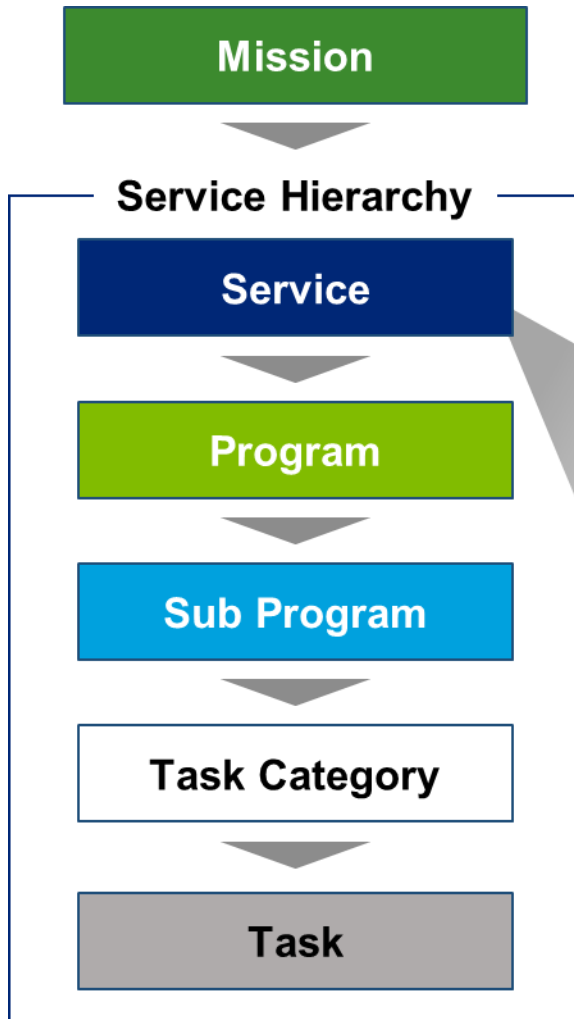
Analyze revenue structure and funding



What We Do: Our Mission

The Mission Statement was categorized into eight core service areas

SBB Model



Mission Statement

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

CDFW Service Areas

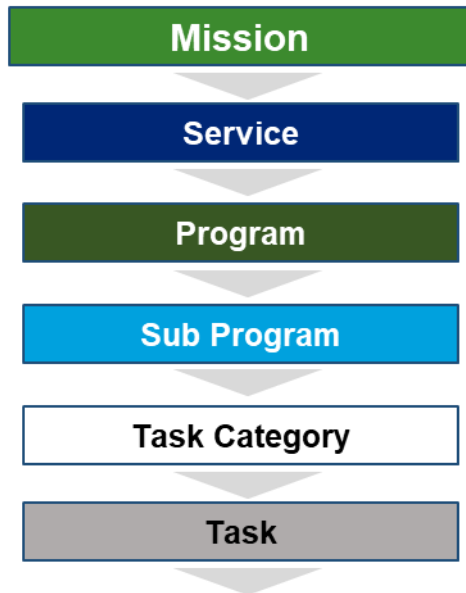


SBB Data Will Inform Future Operations and Budgeting

Initial Phases of SBB Review

*Future Operations and Budget Analysis
Informed by SBB Data*

Service Chart and Task Catalog Development



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.

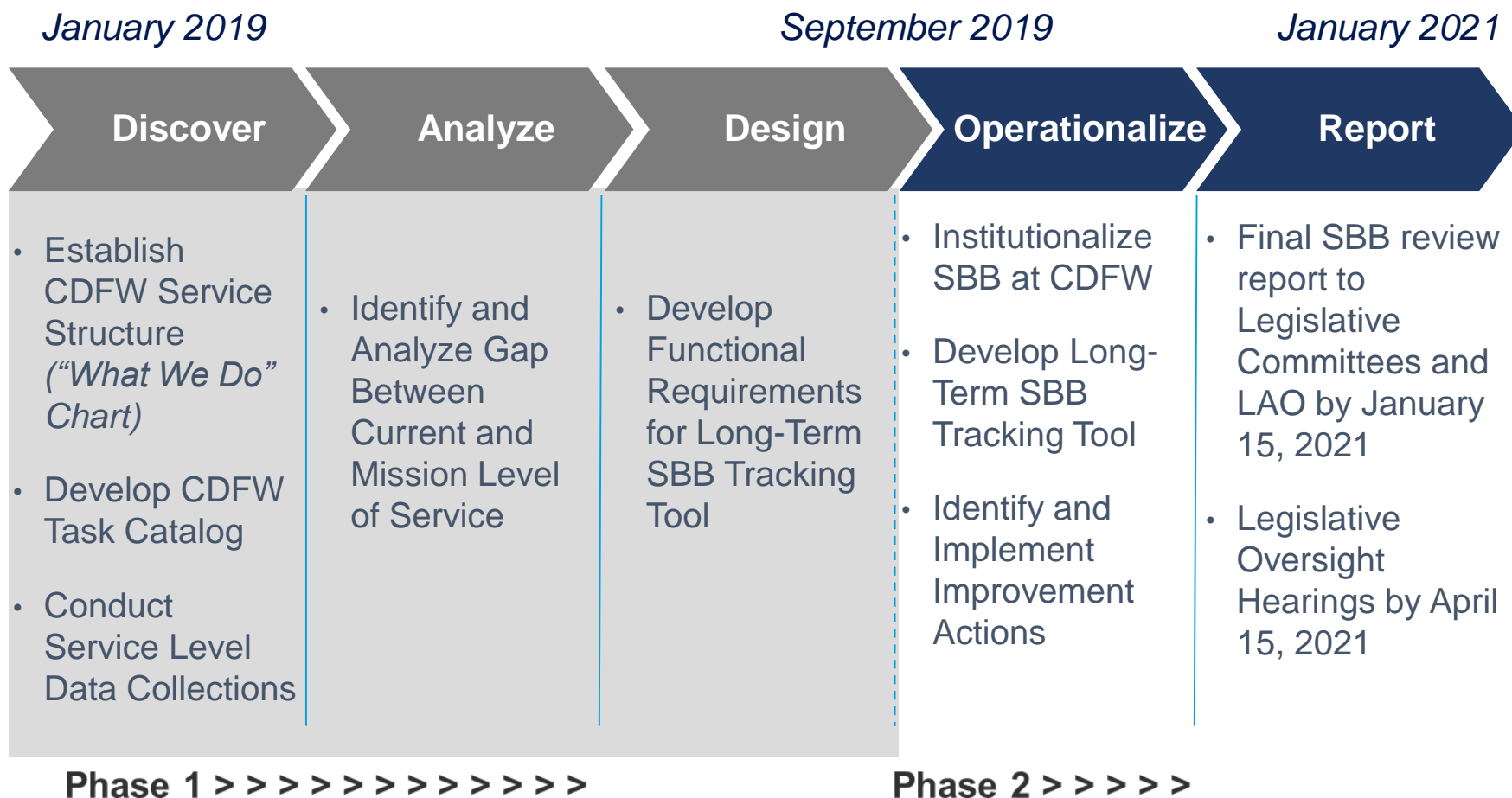
Data Analysis

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.


SBB Phases Through the 2021 Final Report




CDFW has developed a powerful and unprecedented data set of the activities it performs to meet its mission. This data will inform future decisions on budget and operational changes.

Operationalize Phase

SBB Project Status: Operationalize Phase

 Key Accomplishments	
Full-time SBB Manager	Hired a full-time, permanent staff member to manage SBB activities.
Long-term SBB Operationalization	Established an operating model for CDFW’s institutionalization of SBB, including a governance model, roles/ responsibilities, and key activities/milestones.
Long-term SBB Tool	Developed long term SBB data collection and analysis tool for ongoing current service level tracking and reporting. CDFW will continue to refine and update the tool based on user feedback and to develop the mission level data collection component.
March 2020 Legislative Oversight Hearing	Provided a report to both the State Senate and Assembly Budget Subcommittees on the progress of SBB at CDFW.
FY19-20 Current Level Refresh	Collected current service level data for fiscal year 2019-2020. This adds a second year’s worth of staffing data to inform future analyses. The data is currently being reviewed for quality control.

SBB Project Status: Operationalize Phase

 Activities in Progress	
SBB Operational Findings	Identify and review improvement actions based on SBB data to inform process changes and future budget requests.
SBB Revenue Analysis	Continue progress on revenue analysis for select fund sources. In determining an effective method for analyzing revenue usage appropriateness, a number of challenges were identified. To address these challenges, a tiered approach was adopted to ensure a set of the more than 50 fund sources are reviewed in a detailed manner each year until completion.
Stakeholder Engagement	Project documentation, communications, and meetings to continue engagement with and obtain feedback from internal and external stakeholders.

SBB Upcoming Activities (through April 2021)



- Complete SBB long term operationalization
- Prioritize operational changes identified by SBB
- FY20-21 current level data refresh
- 2021 final report to Legislature
- Continue internal and external stakeholder engagement

Long-Term SBB Operationalization

CDFW has undergone significant steps to operationalize SBB for the long-term. The SBB Operational Plan will be the guiding and living document for establishing long-term governance and milestones/activities.



Governance Model

A Steering Committee, comprised of executive staff, will monitor activities and provide informed decision making. SBB's day-to-day activities will be managed by the SBB Process Analyst.



SBB Processes

Seven cyclical and annual processes are outlined in the Operational Plan:

1. Change management
2. Mission level refresh
3. Current level refresh
4. Gap analysis
5. Operational findings
6. Budget prioritization
7. Performance monitoring

Long-Term SBB Tool Development

As part of institutionalizing SBB, CDFW developed its long-term SBB data collection tool for this year's current level refresh and future data collection. The mission level data collection component development is ongoing.

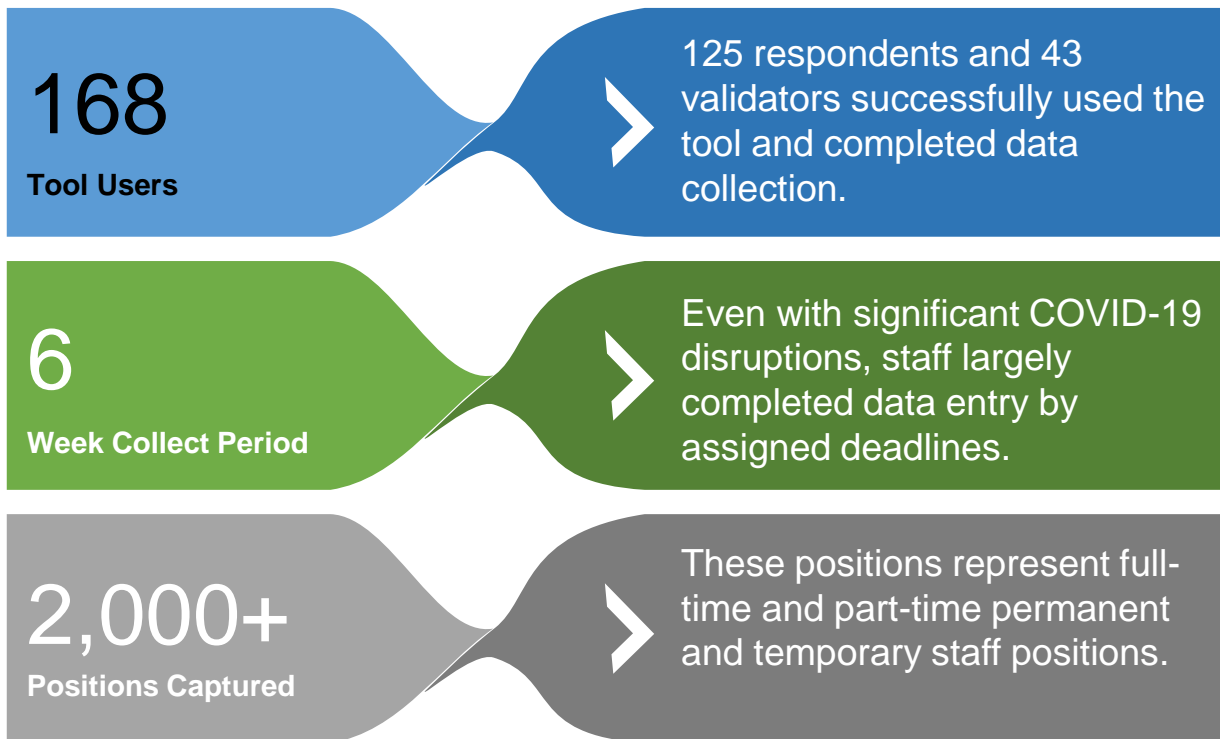


- Simplified data collection process with pre-populated data from previous year's data and existing position management systems
- Long-term management, storage, and analysis of all SBB data for CDFW

The screenshot displays the 'Service Based Budgeting - Data Collector' web application. At the top, there is a navigation bar with the SBB logo and menu items: Service Hierarchy, Administration, About, Contact Us, and Search. The main content area features the California Department of Fish & Wildlife logo on the left. The title 'Service Based Budgeting - Data Collector' is prominently displayed, followed by a brief description: 'A tool to help collect and managed data for Service Based Budgeting.' Below this, the mission statement is provided: '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.' A 'Current State' button is visible, with a tooltip that reads 'View, input and/or validate current state data.' On the right side, a vertical flowchart titled 'SBB Model' illustrates the hierarchy: SBB Model (dark blue) leads to Mission (green), which leads to Service Hierarchy (dark blue), then Service (dark blue), Program (green), Sub Program (blue), Task Category (yellow-green), and finally Task (light blue). The footer contains links for Back to Top, Privacy Policy, Terms of Service, and Contact Us.

FY19-20 Current Level Refresh Statistics

The second annual current level refresh took place from March 9 to April 17. During this time, staff entered and validated current level labor hour data for anticipated work in FY19-20. Data cleaning is currently underway.



External Stakeholder Engagement

External Advisory Committee Engagement

The External Advisory Committee will continue to be engaged and informed on project activities and progress. Given the fluid COVID-19 situation, CDFW is assessing its options for the next public meeting.

Upcoming Activities	Timing
SBB Fiscal Year 2019-2020 Preliminary Data Analysis	Summer 2020



If you would like to sign up for meeting notices regarding the SBB project, contact SBInfo@wildlife.ca.gov.

Stay Connected With Us

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

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



