Operationalize Phase Overview
April 2020
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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

*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

*SBB Model*

- **Mission**
- **Service Hierarchy**
  - **Service**
  - **Program**
  - **Sub Program**
  - **Task Category**
  - **Task**

*CDFW Service Areas*
- Public Use & Enjoyment
- Species & Habitat Conservation
- Permitting & Environmental Protection
- Law Enforcement
- Education & Outreach
- Lands & Facilities
- Operational Support
- Administrative Support
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.

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

Task Justification
SBB data will provide the justification (i.e., mandate, operational necessity, best practice) for tasks the department performs.

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.
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.

### SBB Phases Through the 2021 Final Report

<table>
<thead>
<tr>
<th>January 2019</th>
<th>September 2019</th>
<th>January 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discover</td>
<td>Analyze</td>
<td>Operationalize</td>
</tr>
<tr>
<td>• Establish CDFW Service Structure (“What We Do” Chart)</td>
<td>• Identify and Analyze Gap Between Current and Mission Level of Service</td>
<td>• Institutionalize SBB at CDFW</td>
</tr>
<tr>
<td>• Develop CDFW Task Catalog</td>
<td>• Develop Functional Requirements for Long-Term SBB Tracking Tool</td>
<td>• Develop Long-Term SBB Tracking Tool</td>
</tr>
<tr>
<td>• Conduct Service Level Data Collections</td>
<td></td>
<td>• Identify and Implement Improvement Actions</td>
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Phase 1 > > > > > > > > > > > > > > >

Phase 2 > > > > >
Operationalize Phase
## SBB Project Status: Operationalize Phase

<table>
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<tr>
<th>Key Accomplishments</th>
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<tbody>
<tr>
<td><strong>Full-time SBB Manager</strong> Hired a full-time, permanent staff member to manage SBB activities.</td>
</tr>
<tr>
<td><strong>Long-term SBB Operationalization</strong> Established an operating model for CDFW’s institutionalization of SBB, including a governance model, roles/ responsibilities, and key activities/milestones.</td>
</tr>
<tr>
<td><strong>Long-term SBB Tool</strong> 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.</td>
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<tr>
<td><strong>March 2020 Legislative Oversight Hearing</strong> Provided a report to both the State Senate and Assembly Budget Subcommittees on the progress of SBB at CDFW.</td>
</tr>
<tr>
<td><strong>FY19-20 Current Level Refresh</strong> 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.</td>
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</table>
## SBB Project Status: Operationalize Phase

### Activities in Progress

<table>
<thead>
<tr>
<th>SBB Operational Findings</th>
<th>Identify and review improvement actions based on SBB data to inform process changes and future budget requests.</th>
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<tbody>
<tr>
<td>SBB Revenue Analysis</td>
<td>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.</td>
</tr>
<tr>
<td>Stakeholder Engagement</td>
<td>Project documentation, communications, and meetings to continue engagement with and obtain feedback from internal and external stakeholders.</td>
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### 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
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.

168 Tool Users

125 respondents and 43 validators successfully used the tool and completed data collection.

6 Week Collect Period

Even with significant COVID-19 disruptions, staff largely completed data entry by assigned deadlines.

2,000+ Positions Captured

These positions represent full-time and part-time permanent and temporary staff positions.
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.

<table>
<thead>
<tr>
<th>Upcoming Activities</th>
<th>Timing</th>
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<tr>
<td>SBB Fiscal Year 2019-2020 Preliminary Data Analysis</td>
<td>Summer 2020</td>
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If you would like to sign up for meeting notices regarding the SBB project, contact SBBInfo@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