California Department of Fish and Wildlife

External Advisory Committee

February 1, 2021
# Agenda

<table>
<thead>
<tr>
<th>Topic</th>
<th>Duration</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introductions and Overview</td>
<td>10</td>
<td>1:00-1:10</td>
</tr>
<tr>
<td>Operationalize Phase Update</td>
<td>15</td>
<td>1:10-1:25</td>
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<tr>
<td>• Report Timeline</td>
<td></td>
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<tr>
<td>• Gap Analysis by Service Area</td>
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<tr>
<td>• Operational Improvement Process</td>
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<td>• SBB Data Collection Tool &amp; PowerBI Analytics</td>
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<tr>
<td>Revenue Analysis</td>
<td>45</td>
<td>1:25-2:10</td>
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<tr>
<td>• Revenue Analysis Overview</td>
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<td>• Revenue Analysis Methodologies</td>
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<tr>
<td>• Revenue Analysis Findings</td>
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<td>SBB Annual Process</td>
<td>5</td>
<td>2:10-2:15</td>
</tr>
<tr>
<td>Questions/Comments</td>
<td>45</td>
<td>2:15-3:00</td>
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</table>
## SBB Phases Through the 2021 Final Report

### January 2019

**Discover**
- Establish CDFW Service Structure ("What We Do" Chart)
- Develop CDFW Task Catalog
- Conduct Service Level Data Collections

**Analyze**
- Identify and Analyze Gap Between Current and Mission Level of Service

**Design**
- Develop Functional Requirements for Long-Term SBB Tracking Tool

### September 2019

**Operationalize**
- Institutionalize SBB at CDFW
- Develop Long-Term SBB Tracking Tool
- Identify and Implement Improvement Actions

**Report**
- Final SBB review report to Legislative Committees and LAO by January 15, 2021
- Legislative Oversight Hearings by April 15, 2021

### January 2021

### Phase 1 > > > > > > > > >

### Phase 2 > > > > >

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.
CDFW SBB Governance Structure

**Structure**

- **SBB Lead (Deputy Director for Admin)**
- **SBB Steering Committee**
- **Process Analyst (Misty Boring)**
- **Data Analyst (New Hire)**
- **SBB Scientific Advisor**
- **SBB Senior Advisor**

**SBB Delivery Team**

- **OCEO**
- **DTD**
- **Fiscal**
- **Operations Committee**
- **SMEs**
- **Respondents & Validators**
- **OTD**
- **CDFW Executives**

**SBB Extended Team**

**Description**

**SBB Steering Committee**
- Provides comprehensive & strategic budgeting oversight (Deputy Directors plus Marine Regional Manager)

**SBB Lead**
- Manages leadership alignment and project updates

**SBB Process Analyst (HIRED – Misty Boring)**
- Coordinates activities of the SBB Delivery and Extended Teams to meet project milestones
- Leads policy analysis and process improvement efforts related to SBB gap analysis

**SBB Data Analyst (IT Specialist I)**
- Manages all SBB data activities, including collection, cleaning, and analysis, as well as inquiries
- Supports IT staff on tool configuration, functional requirements, and cyclical data updates

**SBB Senior Advisor (1 year detail, Regional Manager or Branch Chief)**
- Handles escalation of project delays and unforeseen constraints
- Provides guidance on SBB activities, as needed

**SBB Scientific Advisor (1 year detail)**
- Works through gap analysis for priority areas, developing and analyzing options
- Selection guided by upcoming planned priority areas for gap analysis

**Resource Type**

- **Full-Time SBB**
- **Detail (15%)**
- **SBB On-Going Support (<25%)**

**Reporting Relationship**

- Direct Report
- Indirect Report
- No Relationship
SBB FY19-20 Gap Analysis Overview

See Appendix A for Full Results
Gap Analysis Overview

Services displayed by least gap to mission to greatest gap to mission as percentage of a whole

SBB Data FY 2019-20

- Administrative Support: 73%
- Education & Outreach: 56%
- Lands & Facilities: 36%
- Public Use & Enjoyment: 33%
- Law Enforcement: 33%
- Operational Support: 33%
- Permitting & Environmental Protection: 29%
- Species & Habitat Conservation: 26%
**Gap Analysis**

Services displayed by greatest current hours to least current hours

SBB Data FY 2019-20

<table>
<thead>
<tr>
<th>Service Area</th>
<th>Current</th>
<th>Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Support</td>
<td>1,148,747</td>
<td>433,495</td>
</tr>
<tr>
<td>Species &amp; Habitat Conservation</td>
<td>749,751.50</td>
<td>2,107,328</td>
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<tr>
<td>Law Enforcement</td>
<td>688,244</td>
<td>1,408,448</td>
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<tr>
<td>Lands &amp; Facilities</td>
<td>687,760</td>
<td>1,243,182</td>
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<tr>
<td>Public Use &amp; Enjoyment</td>
<td>682,888</td>
<td>1,391,146</td>
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<tr>
<td>Permitting &amp; Environmental Protection</td>
<td>642,871</td>
<td>1,591,283</td>
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<tr>
<td>Operational Support</td>
<td>518,990</td>
<td>255,591</td>
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<tr>
<td>Education &amp; Outreach</td>
<td>126,914</td>
<td>162,313</td>
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</table>
Gap Analysis by Service Area

Chart below shows current level for FY 18-19 vs. current level for FY 19-20. Overall increase in each service area primarily due to change in data collection methodology for seasonal staff.

Gap filled by Service Area
FY 18-19 vs. FY 19-20
Operational Improvement Process
Operational Improvement Actions Overview

While the SBB gap is measured in terms of labor hours, the operational findings process seeks multiple ways to close the gap.

- **Mission, Policies, Mandates**: Clarify the mission level. Propose adjustments to policy where necessary.
- **Process Improvements**: Streamline processes to improve efficiency and/or effectiveness.
- **External Partners**: Clarify and improve division of labor with other stakeholder groups.
- **Technology & Equipment**: Request hard assets that can improve efficiency.
- **Labor**: Request or redirect staff where increasing hours is most effective.
Operational Improvement Action Process

The department will use the below process to generate, estimate and prioritize ideas to address the department’s most pressing gaps.

1. Select Topic Areas
2. Define Topic Scope
3. Generate Ideas
4. Evaluate Selected Ideas
5. Prioritize Requests

Selection Criteria
- **Topic List**: Develop set of topics based on:
  - Current priorities
  - Connection with revenue analysis
  - Opportunity to identify operational improvement ideas that do not rely on large budget changes

- **Topic Task List**: Select set of tasks to define topic area scope. Task lists are initially scoped in the kickoff meeting with managers and further defined through meetings with subject matter experts.

- **Ideas List**: Define improvement ideas where:
  - Impact will address labor hours &/or performance metrics
  - Identifiable type and level of effort to implement

- **Evaluate Ideas List**: Select ideas to evaluate based on:
  - Difficulty to implement (based on metrics of time, cost and complexity)
  - Potential impact (measurable by labor hours and other performance metrics)

- **Prioritized Actions**: Select actions based on:
  - Expected benefit
  - Ability to secure resources if needed
  - Immediate priorities
  - Presence of an implementation champion
The SBB operational improvement action process informed the department’s FY2021-22 budget requests. The services that will be primarily impacted by the targeted, one-time investments are identified by budget change proposal.

**Wildlife Habitat Restoration and Public Recreation for Underserved Communities** (3600-037-BCP-2021-GB)

- Public Lands Access, Recreation and Visitor Amenities for Underserved Communities: **Education & Outreach, Lands & Facilities, Operational Support, and Public Use & Enjoyment**
- Restore, Enhance, and Maintain State Wetlands: **Lands & Facilities, and Species & Habitat Conservation**
Wildlife Habitat Restoration and Public Recreation for Underserved Communities (3600-037-BCP-2021-GB)

- Human Wildlife Conflict Response: Operational Support, Education & Outreach, Law Enforcement, and Species & Habitat Conservation
- Air Support to Protect and Monitor Our Natural Resources: Lands & Facilities and Operational Support
- Modernizing California’s Fish Hatchery Operations: Lands & Facilities
- Efficient Management of State Wetlands: Lands & Facilities and Species & Habitat Conservation
- Priority Vegetation Map Concept: Lands & Facilities, Operational Support, Permitting & Environmental Protection, Public Use & Enjoyment, and Species & Habitat Conservation
- Offshore Patrol Vessel Support to Protect Our Marine Resources: Public Use & Enjoyment and Species & Habitat Conservation
- Public Access and Recreation for Underserved Communities: Education & Outreach, Lands & Facilities, Operational Support, and Public Use & Enjoyment
- Fishing and Hunting License Modernization: Administrative Support and Public Use & Enjoyment
SBB Data Tool & PowerBI
CDFW SBB Data Tool

The SBB data tool has four components: database management, current level data collection, mission level data collection, and PowerBI data analytics.

**SBB Database Management**
- Addition, deletion, and modification of tasks by administrators
- Management of SBB Units and positions and respondents and validators for data collection
- Tracking of tasks impacted by certain approved budget changes

**Current Level Data Collection**
- Supervisors and managers identified as respondents and validators allocate current hours for every staff within CDFW to specific tasks
- Data collected annually

**Mission Level Data Collection**
- Supervisors and managers help identify the number of times that a task would be accomplished annually at the mission level
- Data updated on a five-year cycle, but targeted updates as needed annually

**CDFW PowerBI Data Analytics**
- Dashboard display of SBB mission and current level data
- Year to year comparison of SBB data
Database Management

The SBB Process Analyst has primary administrator responsibilities to ensure the SBB task database is up to date and respondents and validators are assigned to the appropriate SBB Unit.

### Reporting Units

<table>
<thead>
<tr>
<th>Reporting Unit ID</th>
<th>Reporting Unit Name</th>
<th>Reporting Unit Abbr.</th>
</tr>
</thead>
<tbody>
<tr>
<td>565-001</td>
<td>Fish &amp; Game Commission</td>
<td>FGC</td>
</tr>
<tr>
<td>565-002</td>
<td>Executive Office</td>
<td>EO</td>
</tr>
<tr>
<td>565-004</td>
<td>Office of Equal Employment Opportunity</td>
<td>EEO</td>
</tr>
<tr>
<td>565-005</td>
<td>Office of Program Management</td>
<td>OPM</td>
</tr>
<tr>
<td>565-006</td>
<td>Legislative Office</td>
<td>LO</td>
</tr>
<tr>
<td>565-007</td>
<td>Office of the General Counsel (Legal)</td>
<td>OGC</td>
</tr>
<tr>
<td>565-008</td>
<td>Office of Communication</td>
<td>COMM</td>
</tr>
</tbody>
</table>
Current Level Data Collection

Respondents and validators for SBB Units allocate hours for positions within those units to specific tasks.
Mission Level Data Collection

Respondents and validators for SBB Units help identify the total number of times that a task should be accomplished each year in order for CDFW to meet its mission.
CDFW PowerBI Analytics

Once data collection is completed through the quality assurance and quality control process, the SBB Process Analyst can access and analyze data using PowerBI.
Revenue Analysis
Overview
## Revenue Analysis Requirement

<table>
<thead>
<tr>
<th>Activity Description</th>
</tr>
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<tbody>
<tr>
<td><strong>Fish &amp; Game Code, section 712.1</strong></td>
</tr>
<tr>
<td>• Complete an analysis of CDFW’s existing revenue structure and program activities supported by those fund sources.</td>
</tr>
<tr>
<td>• The analysis shall identify any instances where the nature of the activity suggests a different funding source, such as user fees or the General Fund, or a different revenue structure that could be allowable or more appropriate to support the activity, or both allowable and more appropriate to support the activity.</td>
</tr>
</tbody>
</table>
Methodology Overview

The SBB revenue analysis consisted of three components: identifying challenges for the analysis, developing guidelines, and applying standardized methodologies.

### Challenges
- Funding Complexity
- Data Structure

### Guidelines
- Prioritize Funds for Review
- Focus on Relevant Data
- SBB Fund Policy Decisions

### Methodologies
- **Part 1: Fund Based Analysis**
  - General Process
  - Separate Reimbursements Process
- **Part 2: Policy Based Analysis**
- **Part 3: Additional Findings**
  - Flexible Funding Opportunities
Challenges – Funding Complexity

The complexity of the department's funding created challenges in developing a method for analyzing the appropriateness of revenues used to fund department activities.

- The department manages over 60 funds and funds are mapped in SBB to tasks through positions.
- Nearly half of all department positions are funded by multiple fund sources.
- 60+ funds, ~3,000 tasks, and ~2,050 positions in the SBB fiscal year 2018-19 dataset results in essentially infinite possible fund/task/position combinations.
- Many tasks are appropriately funded under various fund sources.
Challenges – Data Structure

Many department positions work on a variety of tasks and are supported by multiple funds. This, combined with the structure of the SBB data, created particular challenges when conducting the revenue analysis

- SBB tasks are purposely developed to be broad, rather than specific to a fund source. As a result, a fund may be supporting what appears to be an unrelated task, but the fund is appropriate for that task upon detailed review of the work and the position doing the work.

- Data entry can contain errors resulting in hours being allocated to tasks solely based on task name and without consideration for task subprogram taxonomy.

- Department positions are often supported by multiple funds. Specific hour entries from a position to a task cannot always be mapped to one funding sources or another, but rather map to all funding sources for that position.
Funds Selected for Revenue Analysis
FY 18/19

The department analyzed 10 prioritized funds for appropriate usage for the initial fiscal year 2018-19 SBB cycle

Prioritized Funds:

<table>
<thead>
<tr>
<th>Fund/Account Name</th>
<th>Fund/Account #</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal Trust Fund</td>
<td>0890</td>
</tr>
<tr>
<td>General Fund</td>
<td>0001</td>
</tr>
<tr>
<td>Lake and Streambed Alteration Fund</td>
<td>0200.14</td>
</tr>
<tr>
<td>Big Game Management Account</td>
<td>0200.33</td>
</tr>
<tr>
<td>Fish and Game Preservation Fund - Non-Dedicated</td>
<td>0200</td>
</tr>
<tr>
<td>Upland Game Bird Account</td>
<td>0200.26</td>
</tr>
<tr>
<td>Timber Regulation and Forest Restoration Fund</td>
<td>3212</td>
</tr>
<tr>
<td>Reimbursements</td>
<td>0995</td>
</tr>
<tr>
<td>Hatcheries and Inland Fisheries Fund</td>
<td>3013</td>
</tr>
<tr>
<td>Dungeness Crab Account</td>
<td>0200.35</td>
</tr>
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</table>
Funds Selected for Revenue Analysis
FY 19/20

The department has prioritized five funds for additional revenue analysis as part of the fiscal year 2019-20 SBB cycle

Prioritized Funds:

<table>
<thead>
<tr>
<th>Fund/Account Name</th>
<th>Fund/Account #</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial Salmon Stamp Account</td>
<td>0200.05</td>
</tr>
<tr>
<td>Commercial Augmented Salmon Stamp</td>
<td>0200.06</td>
</tr>
<tr>
<td>Commercial Salmon Vessel Permit</td>
<td>0200.07</td>
</tr>
<tr>
<td>State Duck Stamp</td>
<td>0200.09</td>
</tr>
<tr>
<td>Aquaculture Program</td>
<td>0200.13</td>
</tr>
</tbody>
</table>
Revenue Analysis – Information Presented

Each fund analyzed is presented to showcase a suite of information demonstrating current usage and opportunities to utilize a more appropriate fund source.

- For each fund, we consider the following elements:
  - **Background** on the fund, its intended purpose and revenue source
  - A summary of overall **current use** in SBB terms
  - A summary of the **findings**
Revenue Analysis
Methodologies
The first part of the revenue analysis method consists of reviewing every task allocated for a given fund for appropriateness, in accordance with predetermined guidelines.

**Revenue Analysis Method: Part 1**

1. Filter to all tasks currently funded by the selected fund
2a. Review for appropriateness of tasks
2b. Review for appropriateness of subprograms
2c. Review for appropriateness of region/division/branches
3. Utilize CDFW databases to confirm uses that need further review
4. Data entry error or appropriateness?
   - Error
   - More appropriate alternative
5. Determine allowable/ideal funds for those tasks
6. Develop implementation solution
Part 1b Method: Fund-Based Analysis (Reimbursements Only)

Given the breadth of the reimbursement funds, the method was modified to analyze a sample of the funds

Reimbursements Fund Analysis Method

1. Filter to all tasks currently funded by the selected fund
2. For each of the top 15 high hour tasks, pull a position with a significant number of hours
3. Map each position to a project ID and its funding contract and determine appropriate usage
4. Appropriateness?
   - No further action is needed
   - More appropriate alternative
4. Follow up with position to confirm funding and completion of task
5. Develop solution to correct issues
For department-approved task funding policies, a reverse analysis was conducted to identify task hours that may not be funded from the most ideal sources.

**Revenue Analysis Process: Part 2**

1. Filter to all tasks most ideal to be supported by noted funds per the policy under review
2. Remove certain funds from the filter
3a. Review for potential appropriateness of supporting fund sources
3b. Identify cause of questionable fund source (Region/Branch/Function or Position)
4. Data entry error or appropriateness?
   - Error
   - More appropriate alternative
5. Determine ideal fund source to support tasks

Track changes in Task Catalog Updates document
Part 3 Method: Additional Findings

During the analysis process, the data was determined to support an additional consideration as to flexibility of funds

Flexible Funding Opportunities

While analyzing the revenue data, fund managers discovered areas where tasks may be more appropriately funded by another source based on the fund usage guidelines, even though these tasks are often required to be performed in conjunction with one another. Opportunities for consolidating funds to support specific program activities were also assessed as part of the revenue analysis.
Revenue Analysis
Findings
**Fund-Based Finding Categories**

All of the revenue analysis findings were classified by one of six different finding types. The department has taken action to resolve any and all findings identified through the SBB process.

<table>
<thead>
<tr>
<th>Finding Category</th>
<th>Fund-based Finding Category Description</th>
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</thead>
<tbody>
<tr>
<td><strong>Policy</strong></td>
<td>An SBB task hours entry appears to not support a funding policy put forth by the department</td>
</tr>
<tr>
<td><strong>Ideal Funding Opportunity</strong></td>
<td>A position whose funding appears allowable, but not the most ideal</td>
</tr>
<tr>
<td><strong>Funding Appropriateness</strong></td>
<td>A position for which alternative funding may be more appropriate</td>
</tr>
<tr>
<td><strong>Task Appropriateness</strong></td>
<td>An SBB task hours entry submitted that does not appear to be the most appropriate for the position for which the hours were entered</td>
</tr>
<tr>
<td><strong>Data Entry Error</strong></td>
<td>An SBB task hours entry submitted by a respondent that appears erroneous</td>
</tr>
<tr>
<td><strong>PY Default Coding</strong></td>
<td>A position’s default coding appears erroneous</td>
</tr>
</tbody>
</table>
# Findings for Each Fund

A summary of findings for each fund provides information about the portion of data analyzed, the type of findings found, and additional notes.

## Findings

<table>
<thead>
<tr>
<th>Finding Category</th>
<th># of Findings</th>
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<tbody>
<tr>
<td>Policy</td>
<td>0</td>
</tr>
<tr>
<td>Ideal Funding Opportunity</td>
<td>0</td>
</tr>
<tr>
<td>Funding Appropriateness</td>
<td>1</td>
</tr>
<tr>
<td>Task Appropriateness</td>
<td>5</td>
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<tr>
<td>Data Entry Error</td>
<td>1</td>
</tr>
<tr>
<td>PY Default Coding</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>7</strong></td>
</tr>
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</table>

## Hours Considered in Analysis

<table>
<thead>
<tr>
<th>Hours Considered in Analysis</th>
<th>% of All SBB Hours</th>
<th>Split Funding Threshold</th>
</tr>
</thead>
<tbody>
<tr>
<td>12,345</td>
<td>6.7%</td>
<td>5 ways</td>
</tr>
</tbody>
</table>

- **Analysis Notes:** Provides additional description of the revenue analysis process as it relates to the specific fund.
- **Displays the number of findings per category per fund.**
- **Displays the number of tasks that first appeared questionable, but upon review were deemed appropriate.**

Data in tables for example purposes only.
Fund Based Findings

Example:

General Fund
General Fund Background

Since the state of California was established, the General Fund has supported a wide variety of governmental activities.

Fund Number: 0001
Legal Title: General Fund
Legal Citation: Government Code, Sections 16300-16315

History and Source of Funds: The General Fund has existed since the beginning of the state as a political entity. It is the principal operating fund for many governmental activities and consists of money received in the Treasury that is not required by law to be credited to any other fund. Major state taxes are the principal source of money.

Fund Usage Guidelines: This fund is appropriated to departments by the Legislature to support various governmental activities.

A Note on Process: Throughout our analysis, we searched for areas where General Fund dollars appeared to be supporting activities with a more specific or appropriate fund source.
The General Fund supports a large percentage of the work performed by the department.
Below is a breakdown of the number of hours funded within each of the top 40 subprograms the General Fund is supporting:

<table>
<thead>
<tr>
<th>Sub Program</th>
<th>Current Fund Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hunting &amp; Fishing Enforcement</td>
<td>121,484.2</td>
</tr>
<tr>
<td>Peace Officer Standards &amp; Training</td>
<td>78,370.6</td>
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<tr>
<td>Monitoring &amp; Evaluation</td>
<td>35,980.2</td>
</tr>
<tr>
<td>Cannabis Enforcement</td>
<td>35,164.7</td>
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<tr>
<td>General Law Enforcement</td>
<td>32,998.4</td>
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<tr>
<td>Recreational Fishing</td>
<td>32,228.5</td>
</tr>
<tr>
<td>Commercial Fishing</td>
<td>24,913.3</td>
</tr>
<tr>
<td>Business</td>
<td>24,657.6</td>
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<tr>
<td>Lake &amp; Streambed Alteration Agreements</td>
<td>20,941.3</td>
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<tr>
<td>Legal</td>
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<tr>
<td>Endangered Species</td>
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<tr>
<td>Fish &amp; Wildlife Enhancement</td>
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<tr>
<td>Fiscal</td>
<td>11,979.5</td>
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<td>Protected Areas</td>
<td>11,550.6</td>
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<td>CEQA</td>
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<td>Natural Community Conservation Planning</td>
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<td>Water Rights</td>
<td>10,481.7</td>
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<td>CESA 2081(b) Permits</td>
<td>9,684.6</td>
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<td>Wildlife Trafficking Enforcement</td>
<td>9,420.5</td>
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<td>Internal Investigations / Recruitment</td>
<td>9,208.2</td>
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<td>Restoration / Enhancement</td>
<td>8,655.1</td>
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<td>Data Stewardship</td>
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<td>Preparedness</td>
<td>8,163.2</td>
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<td>Invasive Species Control</td>
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<td>Public Safety</td>
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<td>Response</td>
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<td>Public Inquiries</td>
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<td>Scientific Collection Permits</td>
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<td>Established Programs</td>
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<td>Game</td>
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<td>Wildlife Areas</td>
<td>3,849.4</td>
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<td>Data Development</td>
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</tr>
<tr>
<td>FERC</td>
<td>2,858.7</td>
</tr>
<tr>
<td>Fish &amp; Wildlife Health</td>
<td>2,705.0</td>
</tr>
</tbody>
</table>
General Fund Summary

As the General Fund supports work across the entire department, it will be crucial for the department to identify SBB tasks appropriately fee-funded to increase the level of most-ideal General Fund usage.

<table>
<thead>
<tr>
<th>Finding Category</th>
<th># of Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy</td>
<td>0</td>
</tr>
<tr>
<td>Ideal Funding Opportunity</td>
<td>2</td>
</tr>
<tr>
<td>Funding Appropriateness</td>
<td>2</td>
</tr>
<tr>
<td>Task Appropriateness</td>
<td>1</td>
</tr>
<tr>
<td>Data Entry Error</td>
<td>0</td>
</tr>
<tr>
<td>PY Default Coding</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Hours Considered in Analysis</th>
<th>% of All SBB Hours</th>
<th>Split Funding Threshold</th>
</tr>
</thead>
<tbody>
<tr>
<td>745,663</td>
<td>17%</td>
<td>3 ways</td>
</tr>
</tbody>
</table>

**Analysis Notes:**

Although at this point the General Fund analysis returned very few instances where other funds may be more appropriate, the act of identifying specific fee-funded SBB tasks will shed light on a number of areas where the General Fund is supporting tasks where there is another fund source available.
Fund Based Summary
Example:

Lake and Streambed Alteration Fund
Lake and Streambed Alteration Fund
Findings Summary

The Lake and Streambed Alteration Fund returned seven findings split among three different finding categories. Findings represent circumstances where tasks may or may not be appropriate depending on the specific project.

<table>
<thead>
<tr>
<th>Finding Category</th>
<th># of Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy</td>
<td>0</td>
</tr>
<tr>
<td>Ideal Funding Opportunity</td>
<td>0</td>
</tr>
<tr>
<td>Funding Appropriateness</td>
<td>1</td>
</tr>
<tr>
<td>Task Appropriateness</td>
<td>5</td>
</tr>
<tr>
<td>Data Entry Error</td>
<td>0</td>
</tr>
<tr>
<td>PY Default Coding</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>7</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Hours Considered in Analysis</th>
<th>% of All SBB Hours</th>
<th>Split Funding Threshold</th>
</tr>
</thead>
<tbody>
<tr>
<td>69,491</td>
<td>1.6%</td>
<td>2 ways</td>
</tr>
</tbody>
</table>

Analysis Notes:

Additional positions were reviewed to determine whether the tasks they performed for CESA and CEQA were part of their Lake and Streambed Alteration processing activities.
Policy-Based Findings Example:

Hatcheries Subprogram
**Hatcheries Subprogram Policy Findings**

Approximately 95% of Hatcheries subprogram hours are supported by the most appropriate fund source.

**Policy:** The Hatcheries Subprogram is funded most appropriately by Hatcheries and Inland Fisheries, FGPF Non-dedicated, Reimbursements, and Federal Trust Fund.

**Hatcheries Subprogram Funding**

<table>
<thead>
<tr>
<th>Hours Funded</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Most Appropriate</strong></td>
</tr>
<tr>
<td>175,228.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
<tr>
<td>184,668.9</td>
</tr>
<tr>
<td><strong>% Most Appropriate</strong></td>
</tr>
<tr>
<td>94.9%</td>
</tr>
</tbody>
</table>
Additional Findings

Funding Flexibility
Funding Flexibility Overview

The funding structure of the department reflects the complex nature of the species, habitats and ecosystems located within the state.

Organization: California Department of Fish and Wildlife

FY20-21 Enacted Budget: $633 Million
Number of Funds: 60+
- General Fund
- Federal Trust Fund
- Fish & Game Preservation Fund
  - 29 sub-dedicated accounts
- 32 additional funds

FY2019-20 Current Level Staffing
Opportunities for Funding Flexibility

High hour gaps for subprograms with a large number of supporting fund sources could be more easily closed with flexible, sustained funding

- Funding of SBB subprograms ranges from one funding source to 26 funding sources
- Performing a related suite of tasks with large numbers of fund sources and corresponding usage guidelines has proved challenging
- Subprograms found to have strong correlations between a large number of fund sources and gap size were assessed for potential benefits from consolidation
- The findings suggest that the department would benefit from the consolidation of funds with similar purposes to increase funding flexibility while still maintaining the overlapping focus of these consolidated funds
SBB Annual Process
## Annual SBB Cycle Overview
The long-term data collection tool is used to perform the current level data collection annually and the mission level data collection refresh once every five years.

<table>
<thead>
<tr>
<th>Timing</th>
<th>Overall CDFW SBB Cycle</th>
<th>Role of Data Collection Tool Support</th>
</tr>
</thead>
</table>
| January      | **Mission Level Updates**                                                               | • Mission level data support – Operate and maintain the tool during the Mission Level refresh period, held every 5 years  
• Current level data collection preparation – Prepare the tool for new data |
| February     | **Prepare for Current Level Refresh**                                                   | • Current level data collection support – Operate and maintain the tool during the Current level data collection period, held annually |
| March        | **Facilitate Current Level Data Collection**                                            | • Current level data collection / Data cleaning support – Operate and maintain the tool during the current level data collection and data cleaning periods, held annually |
| April        | **Clean Current Level Data** (& mission every 5 years)                                 |                                                                                                       |
| May          | **Update Gap Analysis**                                                                 |                                                                                                       |
| June         | **Meet with SBB Steering Committee** - select new funds for revenue analysis and topic areas for operational findings process |                                                                                                       |
| July - December | **SBB Implements Updates / Enhancements to:**                                               | • Implement Enhancements (if any) – Implement any tool enhancements approved for the upcoming year  
• Mission level data collection preparation – Prepare the tool for new data |
  |              |  • Identify & pursue options to reduce the gap thru operational findings process  
  |              |  • Complete Fund Analysis for selected funds  
  |              |  **Conduct Mission level Refresher Training** (every 5 years)                             |
Questions and Feedback
We are committed to communicating transparently about the SBB project. Please contact CDFW with questions or feedback.

SBB Final Report and External Advisory Committee meeting planning

Know Where To Go

- 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 Updates
  - External Advisory Committee Updates
Appendix A

Full Gap Analysis by Service Area
Current Level Data Collected for Fiscal Year 19/20
The department’s administrative support services provide critical functions that help the department accomplish its mission by hiring staff, procuring goods, paying bills, responding to legal or legislative requests, and maintaining information technology operations.

**Key Findings:**

- **Summary:** 1.37x gap; Administrative Support is closest to meeting its mission level at 73%
- **Program/Subprogram with Largest Gap Hours:** Administration - IT Operations – Business Process Improvement, Legal Program – Legal
- **Largest task today:** General Supervision
- **Largest mission task:** General Supervision
Analysis of Education and Outreach

The department 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 the department and the services it provides.

Key Findings:
- **Summary**: 1.78x gap; 56% 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
Analysis of Lands & Facilities

The department 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.

Key Findings:
- **Summary:** 2.80x gap; 36% 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
Analysis of Law Enforcement

The department protects California’s natural resources and provides public safety through professional, effective and responsive law enforcement efforts.

Key Findings:

- Summary: 3x gap – 33% 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
Analysis of Operational Support

The department’s operational support services provide specialized support across the department’s scientific, technical, resource management, and policy programs. These services focus on improving the department’s abilities to design, monitor, analyze, and utilize its resources throughout the state.

Key Findings:
- **Summary:** 3x gap; 33% 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
Analysis of Public Use & Enjoyment

The department 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.

Key Findings:
- **Summary:** 3x gap; 33% 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
The department 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.

**Key Findings:**
- **Summary:** 3.45x gap; 29% 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)
Analysis of Species & Habitat Conservation

The department 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.

Key Findings:
- **Summary**: 3.8x gap; 26% 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