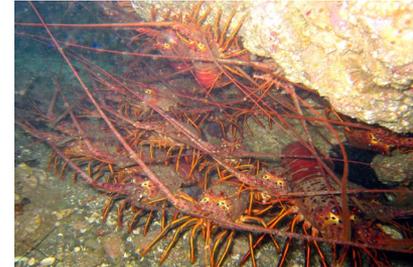




California Department of Fish and Wildlife



Overview



The Case for Service Based Budgeting

CDFW's 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.

”

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

CDFW 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

CDFW 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

Strategic Vision Goals

SBB further assists the Department in achieving the goals set forth in the 2012 Strategic Vision

Strategic Vision Goals

SBB Benefits



Strong Relationships with Other Agencies, Governments, Organizations and the Public



- Stakeholder Communication
- Cost Transparency
- Information Consistency



Highly Valued Programs and Quality Services



- Increased Programmatic Understanding
- Performance & Risk Management



An Effective Organization



- Data Driven Decisions
- Organizational Alignment
- Reporting Flexibility



An Efficient Organization



- Operational Efficiency

A New Budgeting Approach

The Department is embarking upon a new approach to budgeting that aligns the distribution of funds 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.

What SBB is not

A Department Restructuring

While SBB may highlight areas for efficiency improvement, restructuring the Department is not the intent of SBB

A Funding Decision

Although SBB will inform which services may require additional funding, final funding decisions are not a part of SBB

A Fixed Analysis

SBB tasks and service levels should be reviewed each year in advance of the budget cycle

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) developed the list of service-specific activities, referred to as tasks, that align with the Mission

Organized by service

SMEs create task lists for distinct Services that represent all of the activities that occur within the Department



Labor-focused

CDFW staff collect labor hours desired per task ("mission level"), and now spent per task ("current level")

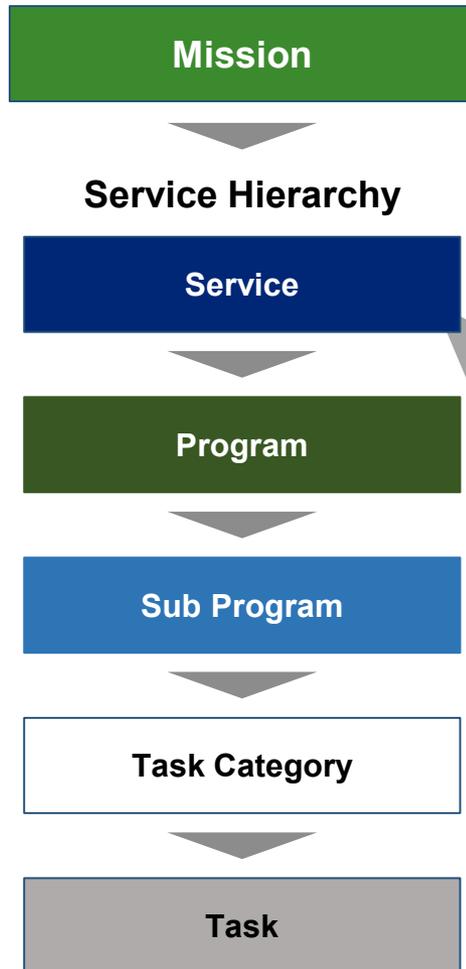
Annual process

Current service levels will be updated annually in advance of the budget cycle and mission service levels will be updated every five years

Understanding the SBB Service Structure

The Mission is categorized into 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



The Benefits of SBB

SBB has extensive benefits to offer, across a variety of key areas

Stakeholder Communication

- Enables CDFW staff to tell a **compelling story** of Fish and Wildlife in terms of **services and associated costs** to Governor's Office, Department of Finance, other agencies and partners, external funding agencies, the Legislature, and the public

Increased Programmatic Understanding

- Gives Regional Managers, Branch Chiefs and their Program Leads a fresh opportunity to take a **comprehensive look at their entire operation** through the SBB process
- Encourages **strategies for making the best use of available resources** to deliver CDFW's services

Cost Transparency

- Increases **visibility to the costs** required to run Department services at desired service level
- Highlights current service level and **identifies resource gaps**

Data Driven Decisions

- Provides data and analysis that allows executive staff to make **informed decisions**
- Enables **objective and fact-based** explanation and understanding of choices made

Reporting Flexibility

- Provides a budget management model and structure that **allows flexibility to report** and present relevant data
- Enables year-to-year **flexibility** in budgeting decisions

Information Consistency

- Builds a budget management framework based on **standardized services / tasks**
- Brings **consistency** in measurement, reporting, and decision-making **across the Department**

The Benefits of SBB (cont.)

SBB has extensive benefits to offer, across a variety of key areas

Organizational Alignment

- Links service level standards to **CDFW's Mission**
- **Improves allocation** of budget and resources to realize desired levels of service
- Enables year-to-year **adaptability** of budgeting decisions

Operational Efficiency

- Identifies opportunities for **efficiency improvement** through metrics reporting and **comparative analysis**
- Enables **best practice sharing** on operational models and staffing models

Performance & Risk Management

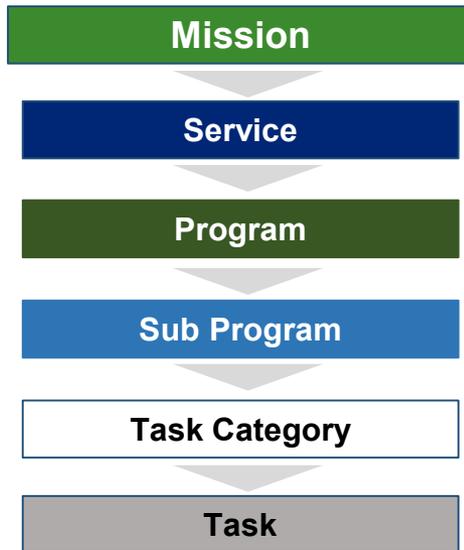
- Enables **performance measurement and metrics usage** across services
- Provides the foundation for better **service level measurement, strategic planning and risk management**

SBB Data Will Inform Future Budgeting

Initial Phases of SBB Review

*Future Budget Analysis
Informed by SBB Data*

Service Chart and Task Catalog Development



Gap 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.



Task Justification

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



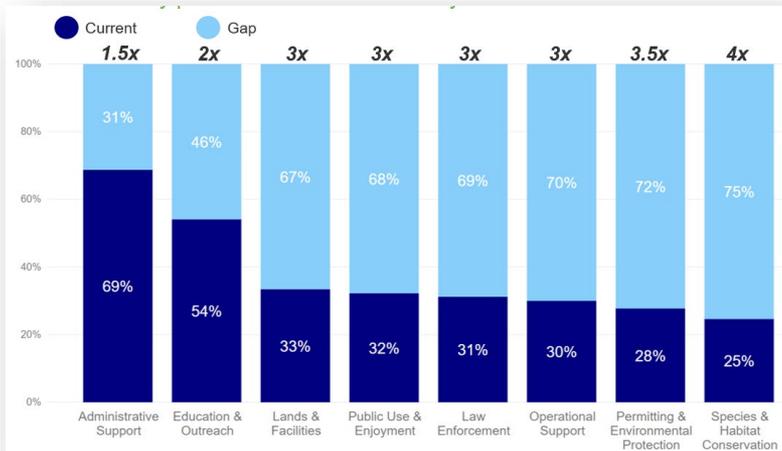
Service Level Gaps

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

Dashboard Analytics Enabled by SBB Data

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

CDFW SBB Analysis

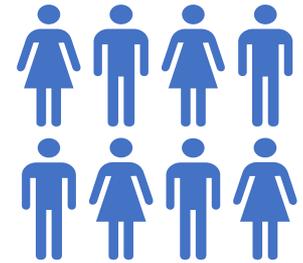


ILLUSTRATIVE DATA, FOR EXAMPLE PURPOSES ONLY

Stakeholder inquiries



Efficient reply,
based on SBB
data and
Power BI
dashboards



A Look Ahead

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

Groups	Description
Core Team	<ul style="list-style-type: none">• Make project-level decisions and manage project activities• Drive the SBB model and process design• Guide the task catalog development• Communicate project status and accomplishments
Executive Working Group	<ul style="list-style-type: none">• Inform and advise project decisions• Communicate SBB process to Divisions and Regions• Identify subject matter experts• Review and validate SBB data
Subject Matter Experts and Data Collection Respondents and Validators	<ul style="list-style-type: none">• Develop list of tasks and activities performed by Department staff• Lead collection of mission level of service needed for tasks and current level of service provided for tasks

For more information, see the Project Team List on the [SBB webpage](#).

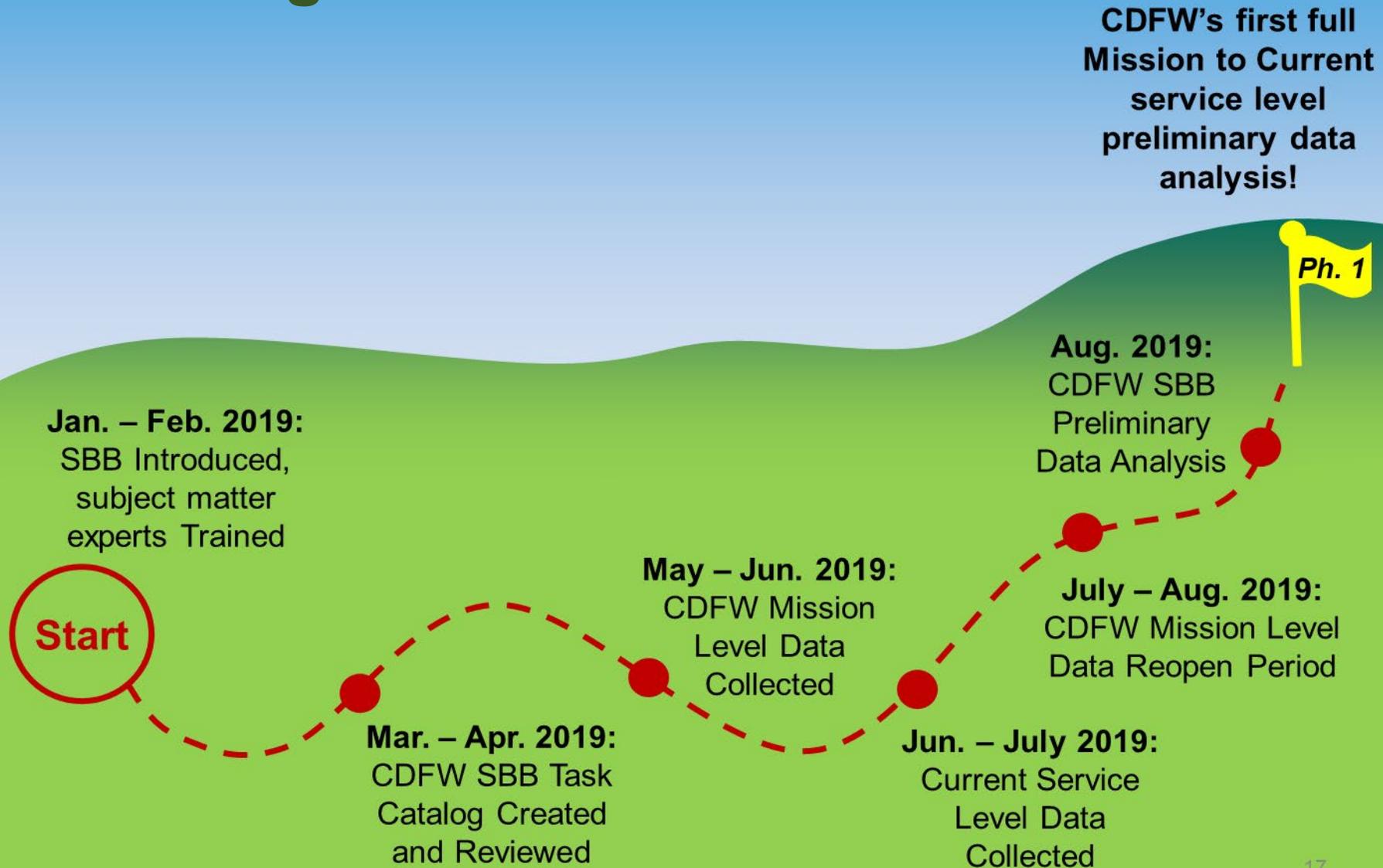
External Stakeholders and Government Entities

CDFW is committed to open communication and engagement with external stakeholders over the course of SBB project activities

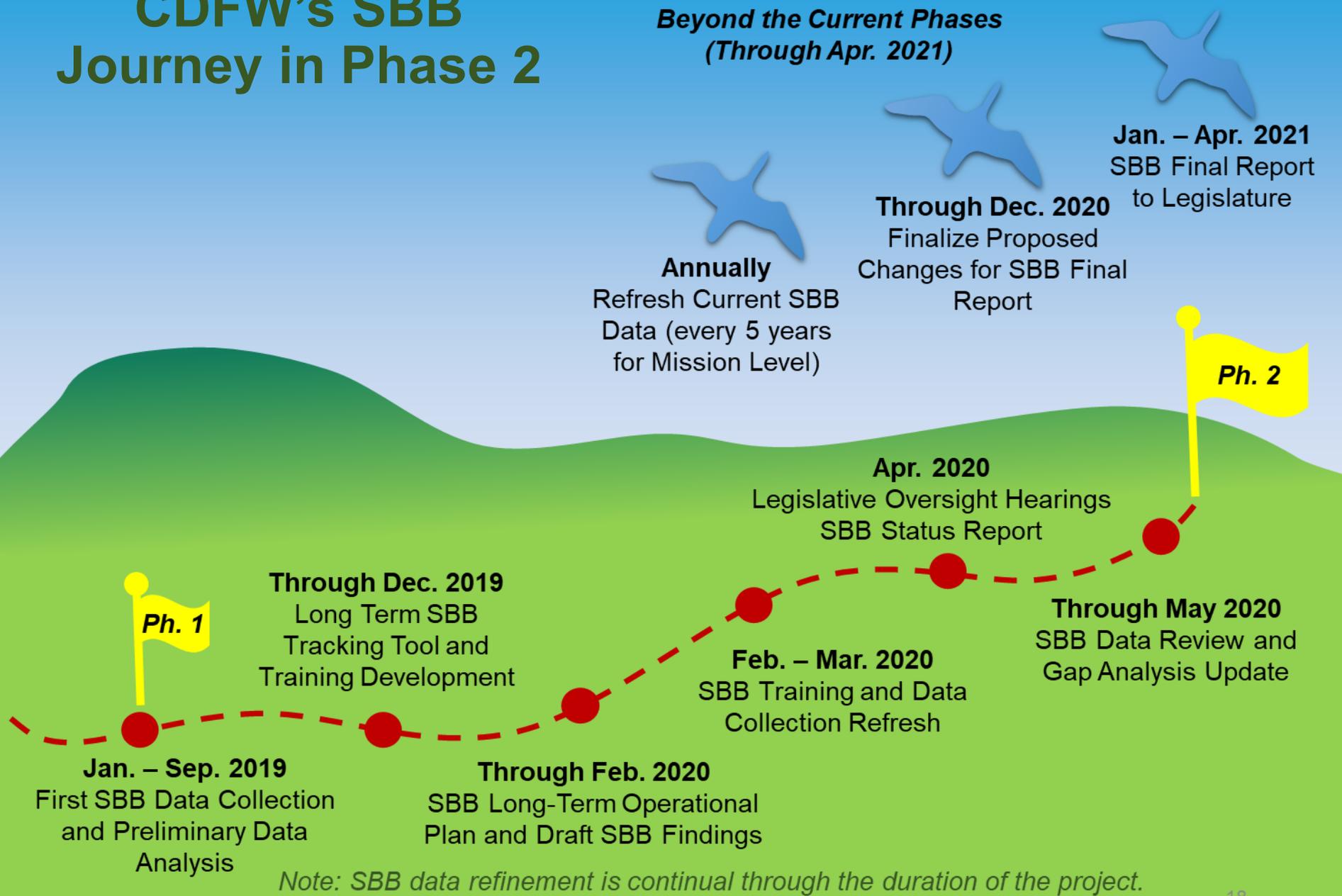


- SBB webpage on CDFW website with informational resources (including SBB overview, project team list, and frequently asked questions)
- Dedicated SBB mailbox for project inquiries
- Project status updates at public F&G Commission meetings
- Informational external stakeholder outreach
- Public SBB External Advisory Committee meetings

CDFW's SBB Journey Through Phase 1



CDFW's SBB Journey in Phase 2



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

Questions and Feedback

CDFW is committed to communicating transparently regarding the SBB project and welcomes feedback

Know Where To Go

- [Service Based Budgeting Web Page](#)
- Contact SBBinfo@wildlife.ca.gov with any additional questions or feedback on the SBB project