



SERVICE BASED BUDGETING

Frequently Asked Questions

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1. What is Service Based Budgeting (SBB)?

SBB is a budgeting approach that identifies the tasks needed to accomplish the Department's Mission. Below are four key aspects of SBB:

- **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 currently spent per task ("current level")
- **Organized by Service:** SMEs create task lists for distinct Services that represent all of the activities that occur within the Department.
- **Annual Process:** SBB tasks and service levels should be reviewed each year in advance of the budget cycle.

2. Why is CDFW conducting an SBB review?

As directed by the Legislature, driven by our previous strategic visioning efforts, and building upon our recent budget evaluation work, CDFW is conducting a comprehensive Service Based Budget review. This project is an important opportunity to clearly define Department activities and the tasks we perform to deliver our Mission. CDFW's 2012 Strategic Vision, 2017 Expenditure Concept, and the 2018 Senate Budget Bill are key drivers of the SBB project.

3. How will the results of the SBB review be used?

SBB will allow CDFW to describe Department activities in terms of CDFW services provided to the public. SBB will also help inform the future budget based on the costs of operational tasks and activities that make up the services the Department provides.

CDFW 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.



4. How does SBB connect to the Department's strategic vision?

SBB helps the Department achieve the goals set forth in the 2012 California Fish and Wildlife Strategic Vision. There were four key goals that came out of this strategic visioning effort, which were reviewed and built upon through the Expenditure Concept effort in 2017:

1. Strong Relationships with Other Agencies, Governments, Organizations and the Public
2. Highly Valued Programs and Quality Services
3. An Effective Organization
4. An Efficient Organization

SBB's benefits directly relate back to the goals of the strategic vision.

5. What are the benefits of SBB?

CDFW will experience extensive benefits from the implementation of SBB, including:

- **Stakeholder communication:** SBB enables CDFW staff to tell a compelling story of the Department in terms of services and associated costs to the Governor's Office, Finance, other agencies and partners, external funding agencies, and the Legislature.
- **Increased programmatic understanding:** SBB 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. SBB also encourages strategies for making the best use of available resources to deliver their services given the new comprehensive understanding.
- **Data driven decisions:** SBB provides data and analysis that allows executive staff to make informed decisions and enables an objective and fact-based explanation and understanding of choices made.
- **Reporting flexibility:** SBB provides a budget model and structure that allows flexibility to present relevant data and enables year-to-year flexibility in budgeting decisions.
- **Cost transparency:** SBB increases visibility to the costs required to run Department services at desired service levels, highlights current service levels, and identifies resource gaps.
- **Information consistency:** SBB builds a budget framework based on standardized services/tasks and brings consistency in measurement, reporting, and decision-making across all Regions and Branches.
- **Organizational alignment:** SBB links service level standards to CDFW's Mission and strategy, improves allocation of budget and resources to realize desired levels of service, and enables year-to-year adaptability of budgeting decisions.
- **Operational efficiency:** SBB identifies opportunities for efficiency improvement through metrics reporting and comparative analysis among like-Regions and enables best practice sharing on operational models and staffing models.
- **Performance and risk management:** SBB enables performance measurement and metrics usage across services and provides the foundation for better service level measurement, strategic planning and risk management.

6. How will SBB inform future CDFW budgeting?

SBB is an opportunity to better explain the funding CDFW needs to meet its Mission. After SBB is implemented, the information that the SBB review provides will enable data analysis capabilities to make informed decisions on CDFW's budget. SBB data will demonstrate where there are gaps

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between CDFW's mission level of service and current level of service for the tasks the Department performs.

CDFW will leverage SBB data to analyze the costs and associated revenue sources of the tasks the Department performs. Through this analysis, CDFW can demonstrate how tasks are supported by the existing revenue structure and fund sources. This analysis will identify tasks that may be more appropriately supported by a different funding structure.

7. Does SBB consider operational improvements?

The SBB review will inform both budget and operational changes and improvements. By April 15, 2021, the Department will report to the Legislature regarding the incorporation of SBB findings into its operations and budget and any proposed operational and budget changes resulting from the service based budget review.

8. Who is on the SBB project team?

The SBB project is governed by a team of CDFW executive leaders and is a collaborative effort of managers and employees from across the Department working alongside independent consultants from Deloitte. Deloitte is a leading management consulting firm with extensive credentials in projects of this kind.

9. What is the timing and duration of the SBB project?

The SBB project is a long-term effort running through 2021, when the final Service Based Budget Review Report is due to the Legislature. The first phases of the project are expected to be completed in September 2019.

10. Where can I go with additional questions or to provide feedback on the SBB project?

Please contact the Department at SBBinfo@wildlife.ca.gov with questions or feedback related to the SBB project.

CDFW is committed to communicating transparently regarding this effort. A dedicated CDFW SBB webpage (<https://www.wildlife.ca.gov/Budget/Service-Based-Budgeting>) has been established to provide informative project documentation and progress draft materials on which we welcome your feedback. The webpage will continue to be updated throughout the project.

We also encourage you to participate in SBB External Advisory Committee meetings which are conducted to review and advise each project phase. These meetings are open to the public. Please contact the Department at SBBinfo@wildlife.ca.gov to receive communications related to SBB External Advisory Committee meetings. Committee meeting updates and records are also made available to the public on the [SBB webpage](#).

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