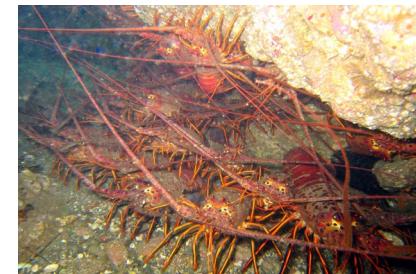




# California Department of Fish and Wildlife



## 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

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 Benefits

1

- Stakeholder Communication
- Cost Transparency
- Information Consistency

2

- Increased Programmatic Understanding
- Performance & Risk Management

3

- Data Driven Decisions
- Organizational Alignment
- Reporting Flexibility

4

- 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

## Labor-focused

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

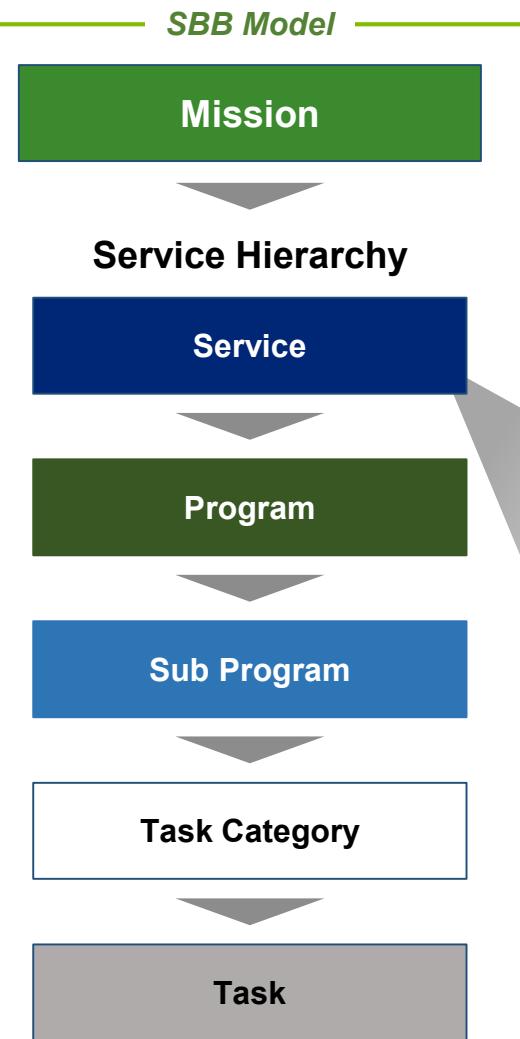


## Annual process

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



## *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

## 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

## 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

## 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

## Cost Transparency

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

## 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

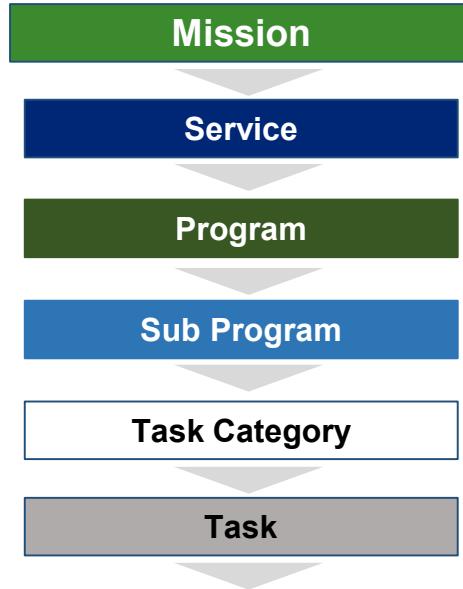
## Performance & Risk Management

- 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*

### **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.

## *Future Budget Analysis Informed by SBB Data*



#### **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.



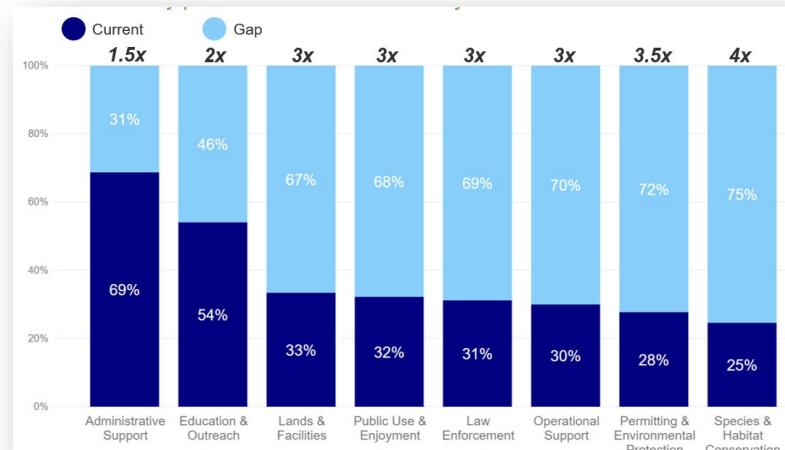
#### **Revenue Source Analysis**

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.

# Dashboard Analytics Enabled by SBB Data

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

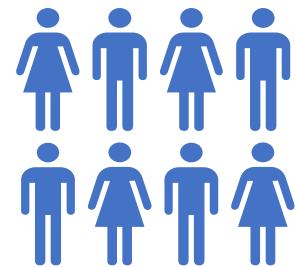
## CDFW SBB Analysis



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

*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



## External Communications, Resources, and Engagement

- 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

# Phased SBB Approach (Through 2021)

The SBB implementation will occur over two years with distinct phases

	Jan. 2019	April 2019	Aug. 2019	Sept. 2019	Apr. 2020	Apr. 2021
Activities	<b>Discover</b>	<b>Analyze</b>	<b>Design</b>	<b>Operationalize</b>	<b>Report</b>	
Outcomes						
Activities	<ul style="list-style-type: none"> <li>Develop detailed project plan</li> <li>Develop SBB framework and program structure</li> <li>Collect SBB data</li> </ul>	<ul style="list-style-type: none"> <li>Analyze current SBB services</li> <li>Perform gap analysis to desired service levels</li> <li>Execute stakeholder engagement plan</li> </ul>	<ul style="list-style-type: none"> <li>Design future SBB process</li> <li>Develop tool functional requirements</li> <li>Execute stakeholder engagement plan</li> </ul>	<ul style="list-style-type: none"> <li>Drive tool user acceptance testing</li> <li>Establish SBB long-term process</li> <li>Conduct SBB data update training</li> <li>Refine task library</li> <li>Identify and support implementation of SBB findings</li> </ul>	<ul style="list-style-type: none"> <li>Legislative oversight hearings re: status by April 15, 2020</li> <li>Final SBB review report to Legislative committees and LAO by January 15, 2021</li> <li>Legislative oversight hearings by April 15, 2021</li> </ul>	
Outcomes	<ul style="list-style-type: none"> <li>Approach and Timeline</li> <li>Subject matter expert selection and training</li> <li>SBB Taxonomy and Methodology</li> <li>Stakeholder Engagement Plan</li> </ul>	<ul style="list-style-type: none"> <li>Task Measurement and Performance Calculation</li> <li>Stakeholder Engagement Sessions</li> </ul>	<ul style="list-style-type: none"> <li>Department SBB Structure</li> <li>Tool Functional Requirements</li> <li>Stakeholder Engagement Sessions</li> <li>Final Project Status Report</li> </ul>	<ul style="list-style-type: none"> <li>Training Materials</li> <li>SBB Operational Plan</li> <li>SBB Findings</li> <li>Stakeholder Engagement Sessions</li> </ul>	<ul style="list-style-type: none"> <li>Oversight Hearing Materials</li> <li>Final SBB Review Report</li> </ul>	

Project Phase 1 > > > > > > > > > >

Project Phase 2 > > > > > >

# CDFW's SBB Journey Through Phase 1

CDFW's first full  
Mission to Current  
service level  
preliminary data  
analysis!

**Jan. – Feb. 2019:**  
SBB Introduced,  
subject matter  
experts Trained

**Start**

**Mar. – Apr. 2019:**  
CDFW SBB Task  
Catalog Created  
and Reviewed

**May – Jun. 2019:**  
CDFW Mission  
Level Data  
Collected

**Jun. – July 2019:**  
Current Service  
Level Data  
Collected

**Aug. 2019:**  
CDFW SBB  
Preliminary  
Data Analysis

**July – Aug. 2019:**  
CDFW Mission Level  
Data Reopen Period



# CDFW's SBB Journey in Phase 2

*Beyond the Current Phases  
(Through Apr. 2021)*



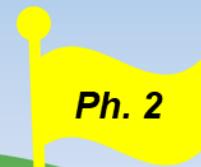
Jan. – Apr. 2021  
SBB Final Report  
to Legislature



**Annually**  
Refresh Current SBB  
Data (every 5 years  
for Mission Level)



Through Dec. 2020  
Finalize Proposed  
Changes for SBB Final  
Report



**Apr. 2020**

Legislative Oversight Hearings  
SBB Status Report



**Through Dec. 2019**  
Long Term SBB  
Tracking Tool and  
Training Development

**Jan. – Sep. 2019**  
First SBB Data Collection  
and Preliminary Data  
Analysis

**Through Feb. 2020**  
SBB Long-Term Operational  
Plan and Draft SBB Findings

**Feb. – Mar. 2020**  
SBB Training and Data  
Collection Refresh

**Through May 2020**  
SBB Data Review and  
Gap Analysis Update

*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

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## Know Where To Go

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