



California Department of Fish and Wildlife



Overview



Reader Notes

- CDFW is embarking upon Service Based Budget Review that defines the activities and tasks necessary to deliver the Department's Mission and align those activities to service areas.
- This presentation provides an overview of the Service Based Budgeting project, the legislative and strategic visioning effort drivers of this project, the benefits of SBB, and the project team's methodology to design and implement this new budgeting approach.

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

Reader Notes

- The Department's Mission is the foundation of the SBB project.
- CDFW's 2012 Strategic Vision, 2017 Expenditure Concept, and the 2018 Budget Bill of the Senate are key drivers of the SBB project.
- There were four key goals that came out of the Strategic Vision exercise in 2012, which were reviewed and built upon through the Expenditure Concept effort in 2017. SBB's benefits directly relate back to the goals of the Strategic Vision.

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 in a compelling manner 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

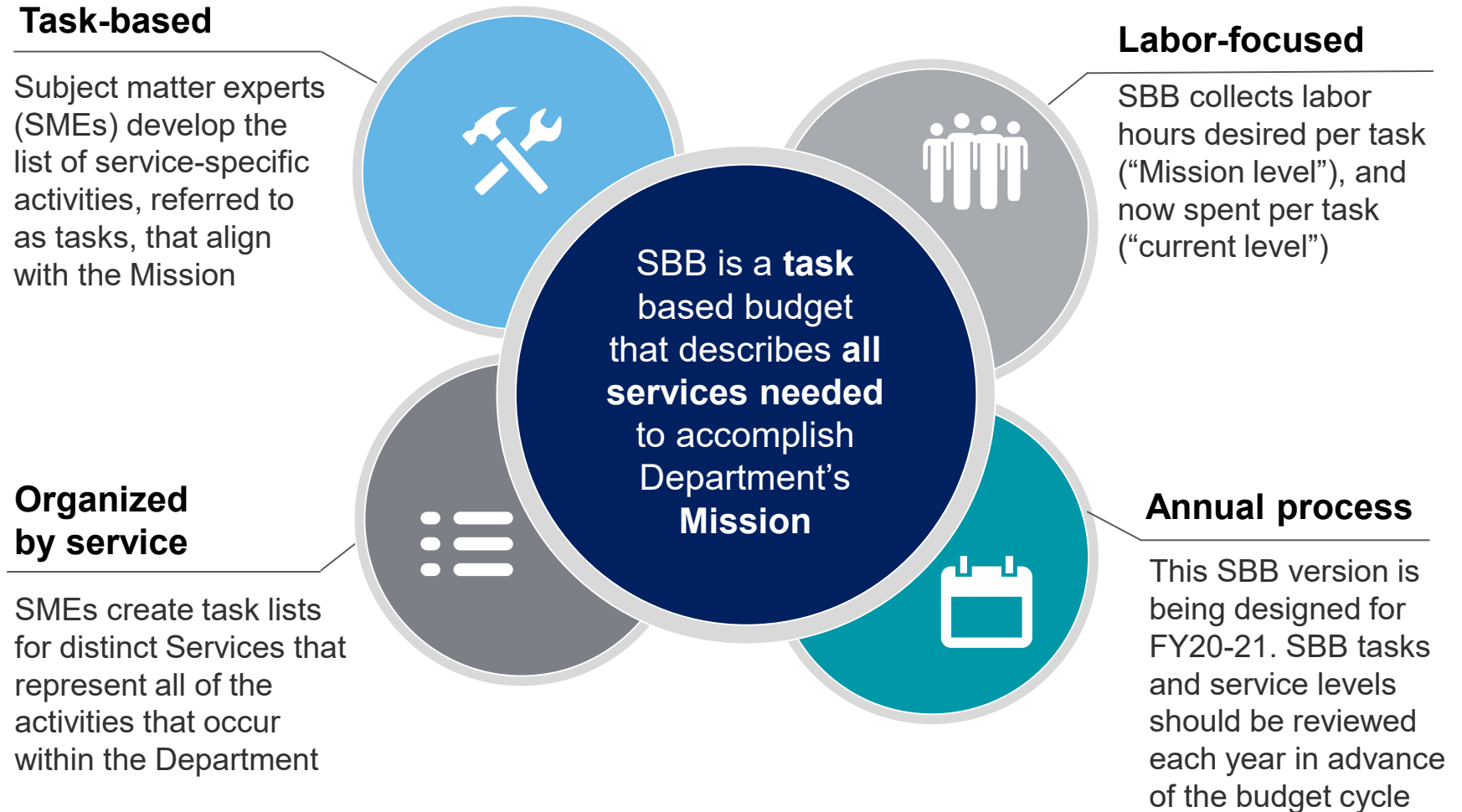
A Department Restructuring

A Funding Decision Process

A Fixed Analysis

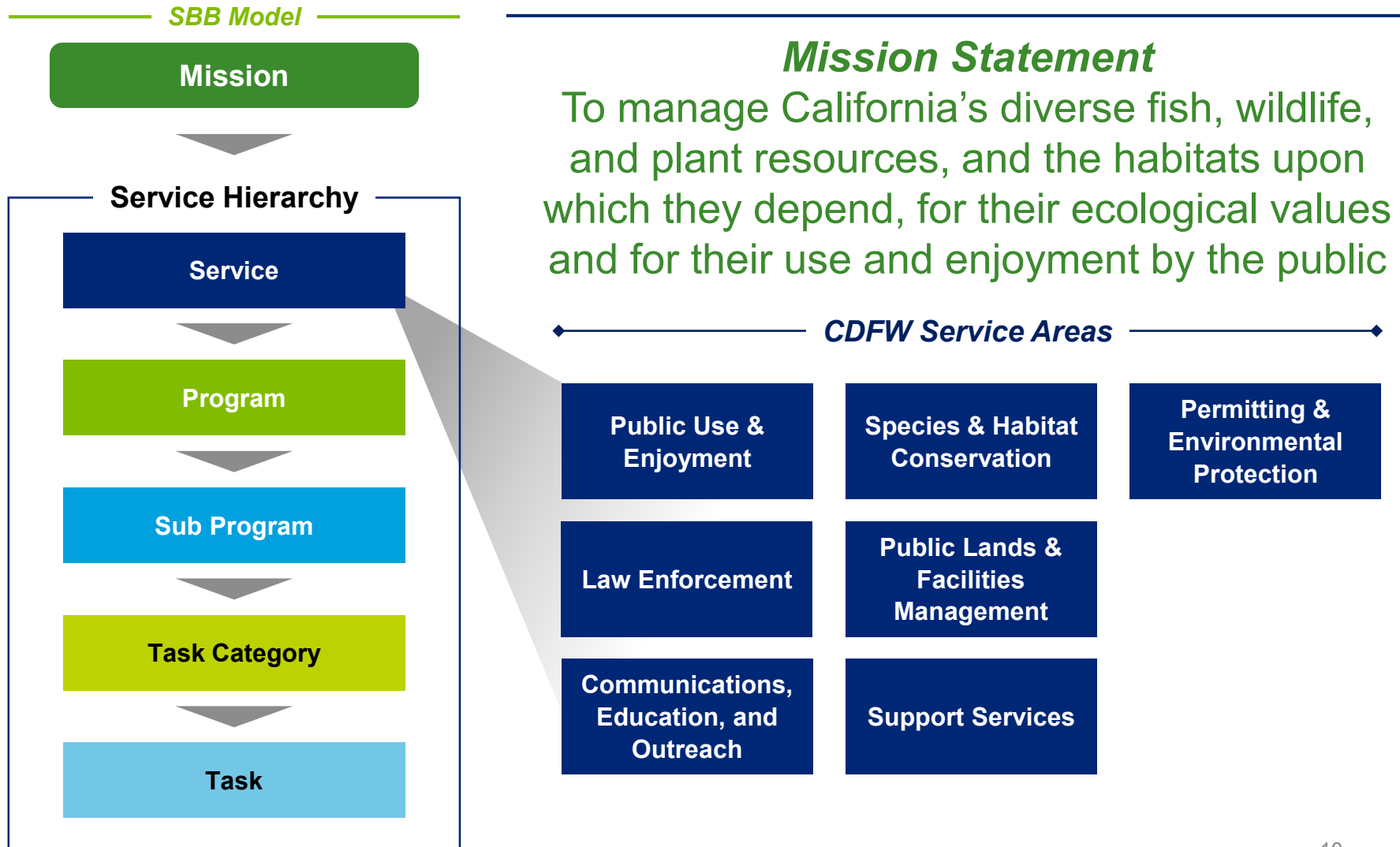
How Does SBB Work?

SBB is a budgeting approach that identifies the tasks needed to accomplish the Department's Mission



Understanding the SBB Service Structure

The Mission is categorized into core service areas



The Benefits of SBB

CDFW will ultimately implement SBB in FY21-22, but will realize its extensive benefits much sooner

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, Finance, other agencies and partners, external funding agencies, and the Legislature

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 their services given the enhanced understanding

Reporting Flexibility

- Provides a budget 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 framework based on **standardized services / tasks**
- Brings **consistency** in measurement, reporting, and decision-making **across all Regions and Branches**

The Benefits of SBB (cont.)

CDFW will ultimately implement SBB in FY21-22, but will realize its extensive benefits much sooner

Organizational Alignment

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

Operational Efficiency

- Identifies opportunities for **efficiency improvement** through metrics reporting and **comparative analysis** among like-Regions
- 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**

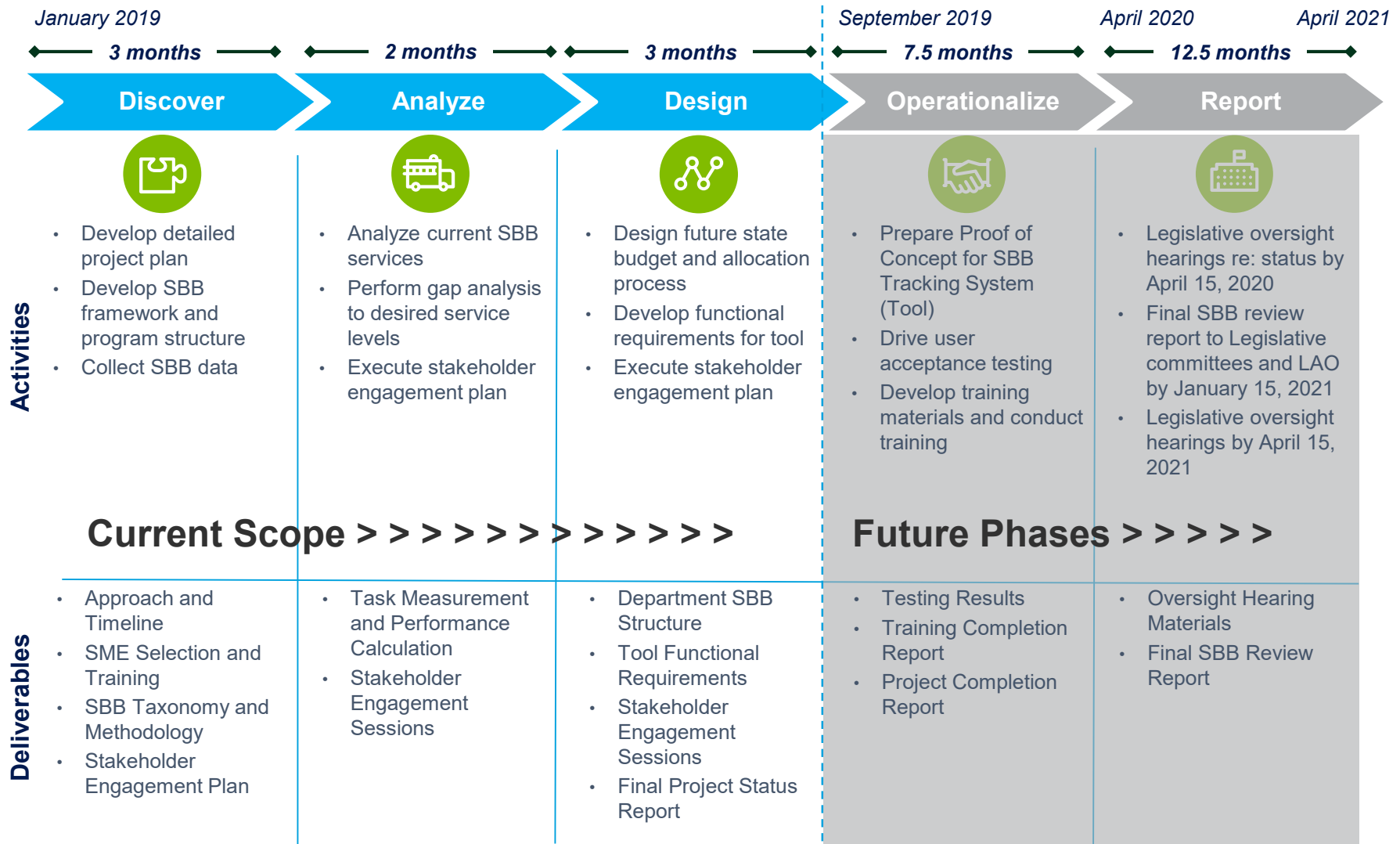
Reader Notes

- SBB is a way of looking at what we do through a labor-focused, task-based, service-driven lens.
- SBB will allow CDFW to make data-based budget and allocation decisions, and to look at our budget annually and adapt to changes.
- Though SBB will help inform better, data-driven decision making, what the Department is working on now is the development of an SBB methodology to analyze the tasks and activities performed to meet our Mission.
- SBB is not changing what we do, rather, it explains what we do through a framework the public can better understand.
- The SBB Service Hierarchy categorizes the Mission into core service areas. Services are then further broken down into task-level activities.

A Look Ahead

Phased SBB Approach

The implementation will occur over two years with distinct phases



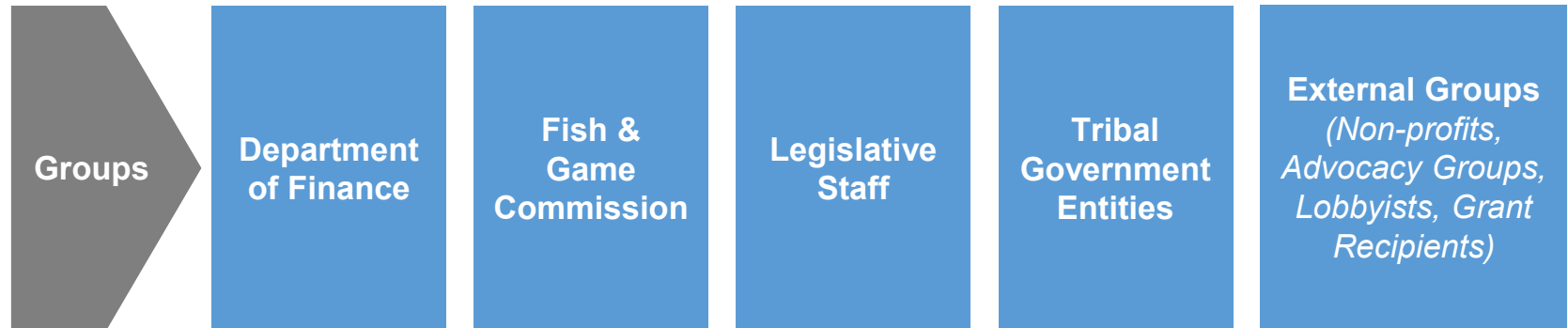
Project Governance

We will partner throughout the Department to define the Mission level of service, analyze current service levels, and update external groups

Groups	Description	Members
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	<ul style="list-style-type: none">• Director• Chief Deputy Director• Gabe Tiffany, Deputy Director• Nathan Voegeli, SBB Project Manager• Whitney Albright, SBB Project Lead• Other CDFW leadership• Deloitte Team
Executive Working Group	<ul style="list-style-type: none">• Inform and advise project decisions• Own overall process management• Communicate SBB process to Divisions and Regions• Identify Subject Matter Experts (SMEs)• Review and validate SBB data	<ul style="list-style-type: none">• Gabe Tiffany, Deputy Director• Nathan Voegeli, SBB Project Manager• Whitney Albright, SBB Project Lead• Other CDFW leadership• Deloitte Team
Subject Matter Experts	<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	<ul style="list-style-type: none">• Nathan Voegeli, SBB Project Manager• Whitney Albright, SBB Project Lead• Subject Matter Experts (SMEs)• Deloitte Team

Government Entities and External Stakeholders

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 meetings to share project updates

Reader Notes

- 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. These first phases will accomplish the build out of the full SBB taxonomy.
- 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. Deloitte also played an integral role in the SBB effort at the Department of Parks and Recreation.
- Employees from across the Department may be asked to participate in helping the SBB project teams analyze tasks and activities in the Department.
- External stakeholders will be kept informed on project progress and milestones through ongoing engagement and communications, informational resources, public meetings, and outreach.

Questions and Feedback

CDFW is committed to communicating transparently 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