California Department of Fish and Wildlife

Project Update
February 2019
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**SBB Overview**

**Project Background**

**About the SBB Project**
CDFW is embarking upon a Service Based Budget (SBB) Review, which builds upon the 2012 Strategic Vision and 2017 Expenditure Concept, and was mandated by the 2018 Senate Budget Bill.

The Legislature requires CDFW to enter into a contract with an independent entity to define CDFW activities and tasks necessary to deliver the Department’s mission and align those activities to programmatic areas. Deloitte Consulting, a leading management consulting firm, has been hired as the independent contractor to complete the SBB methodology which will support the final report to the Legislature.

The SBB Review is not changing what the Department does, rather, it is an assessment that will assist CDFW in better describing its activities and the services it provides to the public.

**Project Governance**
The SBB Review is governed by a team of CDFW executive leaders and is a collaborative effort of employees across CDFW.

**Project Timeline**
The SBB Review is a long-term effort running through April 2021, when the final oversight hearings will be held by the Legislature. The project is in its beginning phases and as key milestones are accomplished, CDFW stakeholders will be kept informed. Current phases of the project are expected to be completed in September 2019.

**Project Outcome**
The results of the SBB Review will inform CDFW’s future budgets, based on desired levels of service across CDFW programs.
Project Governance

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

<table>
<thead>
<tr>
<th>Groups</th>
<th>Description</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Team</td>
<td>• Make project-level decisions and manage project activities</td>
<td>• Director</td>
</tr>
<tr>
<td></td>
<td>• Drive the SBB model and process design</td>
<td>• Chief Deputy Director</td>
</tr>
<tr>
<td></td>
<td>• Guide the task catalog development</td>
<td>• Gabe Tiffany, Deputy Director</td>
</tr>
<tr>
<td></td>
<td>• Communicate project status and accomplishments</td>
<td>• Nathan Voegeli, SBB Project Manager</td>
</tr>
<tr>
<td></td>
<td>• Inform and advise project decisions</td>
<td>• Whitney Albright, SBB Project Lead</td>
</tr>
<tr>
<td></td>
<td>• Own overall process management</td>
<td>• Other CDFW leadership</td>
</tr>
<tr>
<td></td>
<td>• Communicate SBB process to Divisions and Regions</td>
<td>• Deloitte Team</td>
</tr>
<tr>
<td>Executive Working Group</td>
<td>• Identify Subject Matter Experts (SMEs)</td>
<td>• Gabe Tiffany, Deputy Director</td>
</tr>
<tr>
<td></td>
<td>• Review and validate SBB data</td>
<td>• Nathan Voegeli, SBB Project Manager</td>
</tr>
<tr>
<td>Subject Matter Experts</td>
<td>• Develop list of tasks and activities performed by Department staff</td>
<td>• Whitney Albright, SBB Project Lead</td>
</tr>
<tr>
<td></td>
<td>• Lead collection of Mission level of service needed for tasks and current</td>
<td>• Other CDFW leadership</td>
</tr>
<tr>
<td></td>
<td>level of service provided for tasks</td>
<td>• Deloitte Team</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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**
   - Stakeholder Communication
   - Cost Transparency
   - Information Consistency

2. **Highly Valued Programs and Quality Services**
   - Increased Programmatic Understanding
   - Performance & Risk Management

3. **An Effective Organization**
   - Data Driven Decisions
   - Organizational Alignment
   - Reporting Flexibility

4. **An Efficient Organization**
   - Operational Efficiency
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, 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 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 framework based on standardized services / tasks.
- Brings consistency in measurement, reporting, and decision-making across the Department.
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
  - Improves allocation of budget and resources to realize desired levels of service
  - Enables year-to-year adaptability of budgeting decisions

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

- **Operational Efficiency**
  - Identifies opportunities for efficiency improvement through metrics reporting and comparative analysis
  - Enables best practice sharing on operational models and staffing models
# SBB Project Update

## Executive Summary

CDFW is in the beginning phases of the SBB Review effort. The project governance, approach, and timeline have been established. Service through Sub-program levels SBB service hierarchy have been defined in collaboration with executive leaders from across the Department. Defining the full SBB task catalogue with experienced and knowledgeable staff from across the Department will follow.

## Key Accomplishments

- **Governance**: The SBB project governance teams have been assigned by the Director and established to lead, advise, and coordinate project activities.

- **Launch**: The project approach and timeline have been established. *(Contract Deliverable #1: Approach and Timeline)*

- **Stakeholder Engagement and Resources**: Informative resources, communications, and meetings have been initiated and established to engage, consult with, and obtain feedback from internal and external Department stakeholders.

- **Service Matrix**: Service through Sub Program levels have been defined in collaboration with a broad group of executive leaders.

- **SME Selection**: Subject matter experts have been selected to create the task catalogue based upon criteria such as broad departmental understanding and proficiency in their areas of expertise.
SBB Project Update

Executive Summary

CDFW is in the beginning phases of the SBB Review effort. The project governance, approach, and timeline have been established. Service through Sub-program levels SBB service hierarchy have been defined in collaboration with executive leaders from across the Department. Defining the full SBB task catalogue with experienced and knowledgeable staff from across the Department will follow.

Upcoming Activities

- **SME Training:** A training plan has been established to instruct SMEs on the SBB methodology and task catalogue completion. *(Contract Deliverable #2: SME Selection and Training)*
- **Task Catalogue Buildout:** SMEs will populate the Task Category through Task levels of the SBB program matrix and collect mission and current service levels for each task from regional staff.
- **Data Validation:** The SBB project team executive leaders will review and validate SBB task and service level data.

<table>
<thead>
<tr>
<th>Phase 1 Project Milestones/Deliverables</th>
<th>Due</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approach and timeline</td>
<td>1/18</td>
<td></td>
</tr>
<tr>
<td>SME selection and training</td>
<td>2/15</td>
<td></td>
</tr>
<tr>
<td>Internal stakeholder engagement plan</td>
<td>4/5</td>
<td>On track</td>
</tr>
<tr>
<td>External stakeholder engagement plan</td>
<td>4/5</td>
<td>Completed</td>
</tr>
<tr>
<td>SBB taxonomy and methodology</td>
<td>4/5</td>
<td>Completed</td>
</tr>
</tbody>
</table>
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**
  
  While SBB may highlight areas for efficiency improvement, restructuring the Department is not the intent of SBB

- **A Funding Decision**
  
  Although SBB will demonstrate which services require additional funding, funding changes are not 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) develop the 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 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**
This SBB version is being designed for FY20-21. SBB tasks and service levels should be reviewed each year in advance of the budget cycle

SBB is a task-based budget that describes all services needed to accomplish Department’s Mission
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
- Public Use & Enjoyment
- Species & Habitat Conservation
- Permitting & Environmental Protection
- Law Enforcement
- Public Lands & Facilities Management
- Communications, Education, and Outreach
- Support Services
SBB Service Matrix Components

SMEs ultimately create a matrix for each of the core services that capture all the potential tasks required to achieve the department’s Mission, which will be reviewed by the SBB Executive Working Group.

Key Matrix Components

**Service hierarchy**
Shows the hierarchy of tasks from service to program to sub-program to task category and to tasks.

**Task list / levels**
Contains a standard menu of tasks, developed by SMEs, from which regional staff will select as needed to fully achieve the mission of the service at their site.

**Prepopulated task data**
Includes labor hours, desired performance and the most appropriate labor classes needed to complete each task.

**Justification category**
Refers to criteria, internal or external to the department, that justifies why the task should be performed.
Task Data

For most tasks, SMEs will prepopulate data based on their experience. Regional users can modify the data as necessary with written justification.

<table>
<thead>
<tr>
<th>Task Name</th>
<th>Task Description</th>
<th>Desired performance</th>
<th>Frequency</th>
<th>Multiplier Count</th>
<th>Labor Class</th>
<th>Hrs</th>
</tr>
</thead>
<tbody>
<tr>
<td>TRADITIONAL HUNTER EDUCATION</td>
<td>Classroom, homework, field instruction, minimum of 10 hours</td>
<td>Sufficient to satisfy hunter demand</td>
<td>Semi-monthly (24)</td>
<td>1 (type of class)</td>
<td>Fish &amp; Game Warden</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Certified Volunteer Instructor</td>
<td>12</td>
</tr>
<tr>
<td>BUDGET REPORTING</td>
<td>Audit expenses and labor charges; prepare monthly reports and projections</td>
<td>Provide accurate financial report to manager based on data in system</td>
<td>Monthly (12)</td>
<td>6 (individual reports ea. month)</td>
<td>Associate Governmental Program Analyst</td>
<td>2</td>
</tr>
</tbody>
</table>

Data for illustrative purposes only

Prepopulated data by SMEs: SMEs prepopulate mission level frequency, labor classification and hours for most tasks, but regional staff can modify those data—with justification—at the regional level.

Data input by Regions: Regional staff enters multiplier count for the mission level, and later the current performance data by position at the regional level.
Dashboard Analytics Enabled by SBB Data

Interactive reports and dashboards will enable CDFW to track key performance metrics and facilitate data-driven decision making.
### Phased SBB Approach

The implementation will occur over two years with distinct phases.

#### Activities

<table>
<thead>
<tr>
<th>Phase</th>
<th>Duration</th>
<th>January 2019</th>
<th>September 2019</th>
<th>April 2020</th>
<th>April 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discover</td>
<td>3 months</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Analyze</td>
<td>2 months</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Design</td>
<td>3 months</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operationalize</td>
<td>7.5 months</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Report</td>
<td>12.5 months</td>
<td></td>
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</tbody>
</table>

#### Current Scope

- Develop detailed project plan
- Develop SBB framework and program structure
- Collect SBB data
- Analyze current SBB services
- Perform gap analysis to desired service levels
- Execute stakeholder engagement plan
- Design future state budget and allocation process
- Develop functional requirements for tool
- Execute stakeholder engagement plan
- Prepare Proof of Concept for SBB Tracking System (Tool)
- Drive user acceptance testing
- Develop training materials and conduct training
- Legislative oversight hearings re: status by April 15, 2020
- Final SBB review report to Legislative committees and LAO by January 15, 2021
- Legislative oversight hearings by April 15, 2021

#### Future Phases

- Testing Results
- Training Completion Report
- Project Completion Report
- Oversight Hearing Materials
- Final SBB Review Report

#### Deliverables

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>January 2019</th>
<th>September 2019</th>
<th>April 2020</th>
<th>April 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approach and Timeline</td>
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<tr>
<td>SME Selection and Training</td>
<td></td>
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</tr>
<tr>
<td>SBB Taxonomy and Methodology</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Stakeholder Engagement Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task Measurement and Performance Calculation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stakeholder Engagement Sessions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department SBB Structure</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tool Functional Requirements</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stakeholder Engagement Sessions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Final Project Status Report</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

#### Current Scope

- Approach and Timeline
- SME Selection and Training
- SBB Taxonomy and Methodology
- Stakeholder Engagement Plan
- Task Measurement and Performance Calculation
- Stakeholder Engagement Sessions
- Department SBB Structure
- Tool Functional Requirements
- Stakeholder Engagement Sessions
- Final Project Status Report

#### Future Phases

- Testing Results
- Training Completion Report
- Project Completion Report
- Oversight Hearing Materials
- Final SBB Review Report

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*Note: Duration of project phases subject to change. Visit the CDFW SBB webpage (https://www.wildlife.ca.gov/Budget/Service-Based-Budgeting) for the latest information.*
Government Entities and External Stakeholders

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

- **Groups**
  - Department of Finance
  - Fish & Game Commission
  - Legislative Staff
  - Tribal Government Entities
  - External Groups (Non-profits, Advocacy Groups, Lobbyists, Grant Recipients)

**External Communications, Resources, and Engagement**

- Public 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
Service Matrix Progress Draft
Before reviewing the SBB Service Matrix Progress Draft, be sure to review the SBB informational resources on the Service Based Budgeting Webpage to learn more about the SBB methodology and approach.

The SBB Service Matrix is in development and is subject to additional adaption as the SBB project continues.

If you have any questions, comments, or feedback on the SBB Matrix Progress Draft, please contact CDFW at SBBinfo@wildlife.ca.gov.

Your feedback will be received for consideration by members of the SBB Project Team.
CDFW SBB Service Matrix: Services to Programs

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.

<table>
<thead>
<tr>
<th>Service</th>
<th>Program</th>
<th>Sub-Program</th>
<th>Task Category</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Use &amp; Enjoyment</td>
<td>Public Lands &amp; Facilities Management</td>
<td>Support Services</td>
<td>Task</td>
<td>Support Services</td>
</tr>
<tr>
<td>Recreation (Non-Consumptive)</td>
<td>Public Access Facilities</td>
<td>Species and Habitat Mapping</td>
<td>Admin</td>
<td>Admin</td>
</tr>
<tr>
<td>Fishing &amp; Hunting</td>
<td>Hatcheries</td>
<td>IT Operations &amp; Systems</td>
<td>Executive</td>
<td>Executive</td>
</tr>
<tr>
<td>Grant Opportunities</td>
<td>Conservation Lands (incl. Eco Reserves)</td>
<td>Engineering</td>
<td>Air Services</td>
<td>Air Services</td>
</tr>
<tr>
<td>Species &amp; Habitat Conservation</td>
<td>Conservation Lands (incl. Eco Reserves)</td>
<td>Outreach</td>
<td>Laboratories</td>
<td>Laboratories</td>
</tr>
<tr>
<td>Species Protection</td>
<td>Conservation Lands (incl. Eco Reserves)</td>
<td>Outreach</td>
<td>Legislative Affairs</td>
<td>Legislative Affairs</td>
</tr>
<tr>
<td>Habitat &amp; Ecosystem Protection</td>
<td>Conservation Lands (incl. Eco Reserves)</td>
<td>Outreach</td>
<td>Legal</td>
<td>Legal</td>
</tr>
</tbody>
</table>

Subject to additional refinement as needed
Public Use & Enjoyment (SBB Service, Programs, Sub-programs)

Recreation (Non-Consumptive)
- Events & Tours
- Recreational Access

Fishing and Hunting
- Game
- Non-Game & Fur Bearers
- Recreational Fishing
- Commercial Fishing
- Aquaculture

Subject to additional refinement as needed
Species & Habitat Conservation (SBB Service, Programs, Sub-programs)

Subject to additional refinement as needed
Public Lands & Facilities Management (SBB Service, Programs, Sub-programs)

- Public Access Facilities
- Hatcheries
- Conservation Lands (incl. Eco Reserves)
  - Ecological Reserves
  - Conservation Acquisition
  - Wildlife Areas

Subject to additional refinement as needed
Support Services (SBB Service, Programs, Sub-programs)

Subject to additional refinement as needed
Communications, Education & Outreach (SBB Service, Programs, Sub-programs)

Communications, Education & Outreach

Communications
- Public Inquiries
- Digital Media
- Media Relations
- Emergency Communications

Education
- Services
- Established Programs

Outreach
- Marketing
- Publications

Subject to additional refinement as needed
Law Enforcement (SBB Service, Programs, Sub-programs)

- Enforcement
  - Wildlife Trafficking Enforcement
  - Hunting & Fishing Enforcement
  - General Law Enforcement
  - Cannabis Enforcement
- Professional Standards
  - Technological research and development
  - Peace Officer Standards & Training
  - Internal Investigations / Recruitment
- Protection
  - Dignitary Protection
  - Natural Disasters
  - Public Safety

Subject to additional refinement as needed
Questions and Feedback

We are committed to communicating transparently about the SBB project. Please contact CDFW with questions or feedback.

__________________________________________  Contact Information  ____________________________________

• SBB Questions Mailbox:  
  SBBinfo@wildlife.ca.gov

• SBB Webpage:  
  https://www.wildlife.ca.gov/Budget/Service-Based-Budgeting
Appendix
SBB Data Will Inform Future Budgeting

Service Matrix and Task Catalogue Development

- Mission
- Service
- Program
- Sub Program
- Task Category
- Task

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.

Cost Analysis
SBB data will be used by CDFW to determine the labor cost of Department tasks at the current and mission levels of service.

Revenue Source Analysis
The SBB task catalogue 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.
Building Upon Mission Based Budgeting

The Mission Based Budgeting effort was an important step towards defining the activities the Department performs. SBB differs from and builds upon this effort in three primary ways.

Public Service Perspective

The SBB methodology is driven by the services we provide to the public from the lens of the public rather than the internal organizational structure of the Department (i.e., branches and divisions), which defined the MBB review.

Structured, Hierarchical Analysis

The SBB approach provides a more granular analysis of the Department, supplementing the MBB results with task-level data of services performed, through a structured Service Hierarchy.

Labor Hours Visibility

SBB facilitates the collection of labor hours desired per task (“Mission level”), and labor hours currently spent per task (“Current level”), providing a clear understanding of where additional funding is needed.