California Department of Fish and Wildlife

SBB

SERVICE BASED BUDGETING

Discover Phase Overview

April 2019
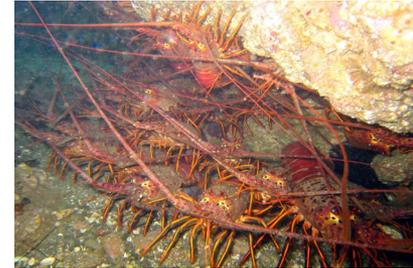
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Project Background

SB 854 (Fish & Game Code § 712.1) Overview

By April 15, 2021, the Department will report to the Legislature regarding the incorporation of SBB findings into its operations and budget as well as proposed operational and budget changes

The service based budget review shall study and report on all of the following

Define service standards to meet mission

Detail cost estimates and staffing requirements

Compare current service levels to identified standards

Analyze revenue structure and funding

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. California Fish and Wildlife 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. 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

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 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 now spent per task ("current level")

SBB is a **task** based budget that describes **all services needed** to accomplish the Department's **Mission**

Organized by service

Subject matter experts 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

Phased SBB Approach

The implementation will occur over two years with distinct phases

         September 2019   *April 2021*

	3 months	3.5 months	2 months	7.5 months	12.5 months
	Discover	**Analyze**	**Design**	**Operationalize**	**Report**

Activities

Discover	Analyze	Design	Operationalize	Report
• 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

Current Scope > > > > > > > > > > >   Future Phases > > > > >

Deliverables

Discover	Analyze	Design	Operationalize	Report
• 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	• Testing Results • Training Completion Report • Project Completion Report	• Oversight Hearing Materials • Final SBB Review Report

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.

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Discover Phase

SBB Discover Phase Review

Executive Summary

CDFW has made strong and timely progress on the SBB Review, completing the initial phase (the Discover Phase) on schedule.

Project Plan

- A detailed SBB implementation project plan, including the project approach and timeline, has been developed and approved

Framework and Service Structure

- The SBB "What We Do" chart and service structure have been developed by a broad set of CDFW executive leaders

- SBB task data has been collected from across the Department according to the SBB service structure

Stakeholder Engagement

- The Department is proactively engaging internal and external stakeholders through a variety of channels and methods to:

  o Build awareness and understanding of the SBB project

  o Obtain input and feedback on project activities

Deliverables

- All Discover Phase deliverables have been completed:

  o Approach and Timeline
  o Subject matter experts election and training
  o SBB taxonomy and methodology
  o Internal stakeholder engagement plan
  o External stakeholder engagement plan

For more information, see the April 8, 2019, SBB External Advisory Committee meeting materials on the CDFW SBB Webpage. Continue to visit the CDFW SBB Webpage for the latest project updates.

SBB Discover Phase to Analyze Phase

⊚ Upcoming Activities

Mission and Current Service Level Data Collection	Desired and current service level data for Department tasks will be collected for each service across all Regions and Branches.
Data Validation	Regional Managers, Branch Chiefs, and similar roles will validate and submit service level data for review by the SBB Executive Working Group.
Task Measurement and Performance Calculation	Labor hours for each task will be multiplied by frequency and multiplier counts to obtain annual task hours at the mission level of service. Current levels of service will be collected through allocation of actual staff time.
Service Level Gap Analysis	An analysis of the difference between mission and current service levels will be conducted for each of the core services to inform future budgeting.
Stakeholder Engagement	Project documentation, communications, and meetings will continue, to engage, consult with, and obtain feedback from internal and external stakeholders. External Advisory Committee Public Meetings: The Department will gather external stakeholders for public meetings to review and provide feedback on each project phase.

For more information, see the April 8, 2019, SBB External Advisory Committee meeting materials on the CDFW SBB Webpage. Continue to visit the CDFW SBB Webpage for the latest project updates.

SBB Journey

Establish Service Structure	Select and Train Subject Matter Experts	Complete Task Catalog*	Complete *Mission Level* Data Collection	Complete *Current State* Data Collection

Mission	The Department's services to the public (or internal users) are grouped based on common intended results
Service	Each service breaks specific functions into programs to capture more concrete operational components
Program	Each program is further divided into sub-programs if needed
Sub-program	Each sub-program contains task categories that group together similar tasks
Task category	Distinct tasks show what the department does to accomplish its mission
Task	**SBB service level data** entered at the task level

The SBB task catalog is subject to further refinement and will continue to be vetted and reviewed by SBB project team members and stakeholders throughout data collection activities

SBB Data Will Inform Future Budgeting

Future Budget Analysis Informed by SBB Data

Task Catalog and Service Level Data Collection

- **Mission**
- **Service**
- **Program**
- **Sub Program**
- **Task Category**
- **Task**
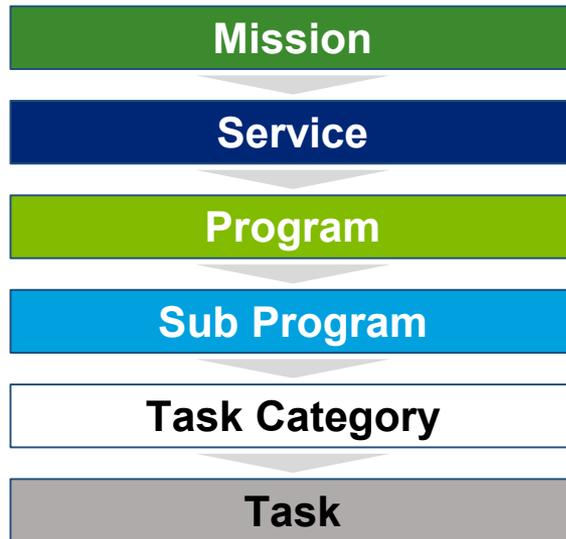
Task Justification

SBB data will provide the justification (i.e., mandate, operational necessity, industry standard) 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 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
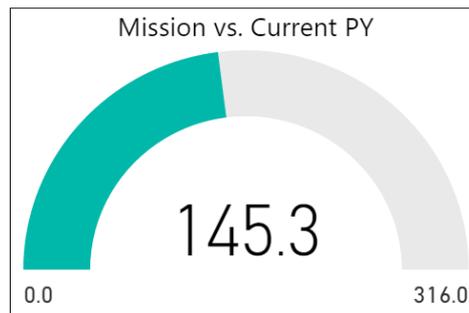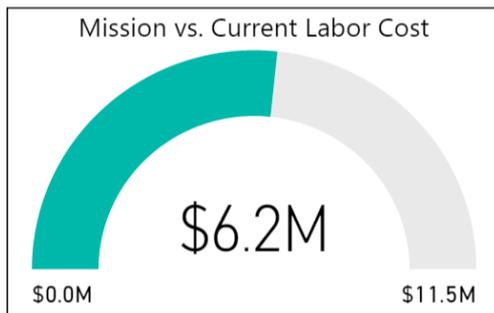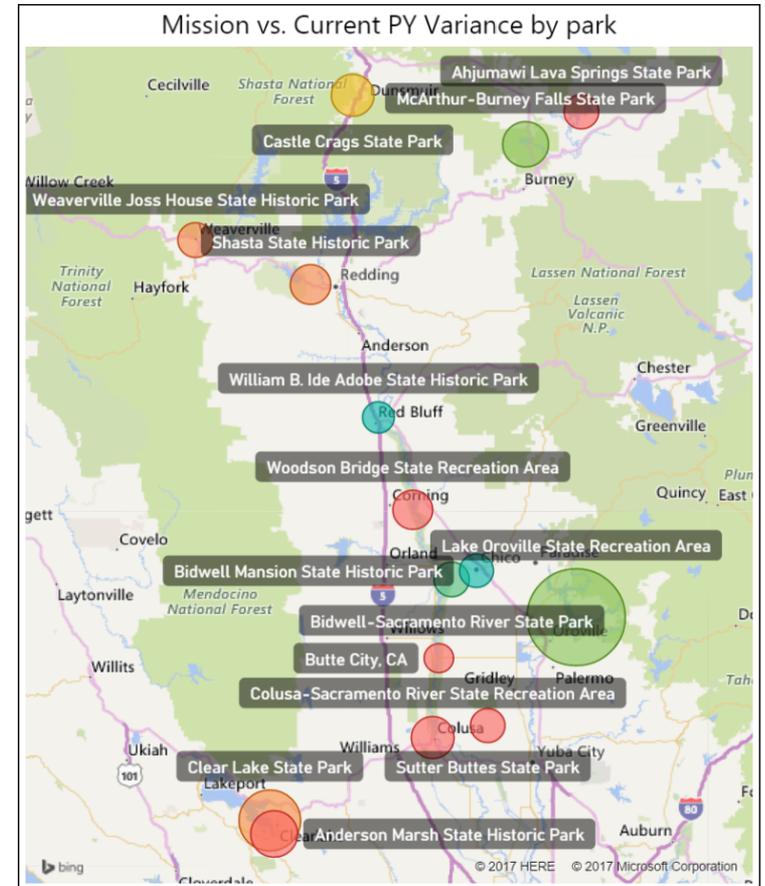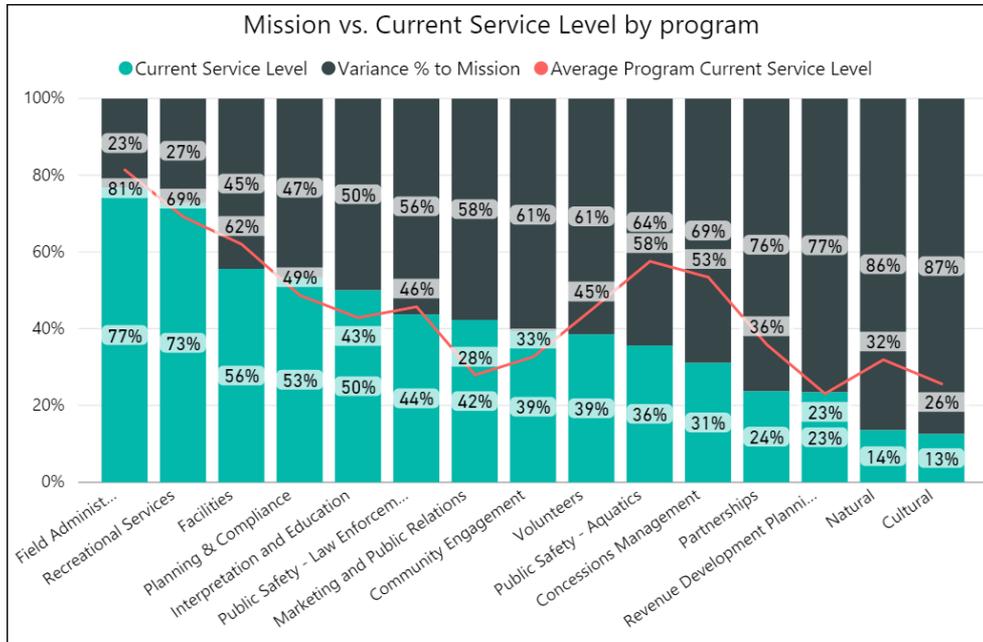
DATA FOR ILLUSTRATIVE PURPOSES ONLY FROM CA DEPT. OF PARKS AND RECREATION SBB PROJECT

External Stakeholder Engagement

SBB External Advisory Committee

Purpose	The External Advisory Committee will advise and support the CDFW SBB Project Team in conducting a service based budget review.
	The External Advisory Committee builds upon CDFW's Strategic Vision Stakeholder Advisory Group and is assembled by CDFW SBB project leadership to represent a diverse range of fishing and hunting interests, non-profit conservation organizations, landowners, scientific and educational interests, and others dedicated to habitat conservation and the use and protection of public trust resources.

Objectives	• Represent a broad and diverse range of interests and perspectives in External Advisory Committee meetings to inform SBB review
	• Review SBB project products and provide feedback to SBB project team for each project milestone
	• Support effective and informative communication with the broader CDFW stakeholder community and public about the SBB project, benefits, and outcomes

All interested individuals and groups are welcome to attend and participate in External Advisory Committee meetings. Please contact us at SBBinfo@wildlife.ca.gov to receive communications regarding External Advisory Committee activities.

SBB External CDFW Stakeholders

CDFW is committed to engaging a diverse range of external stakeholders over the course of the SBB review
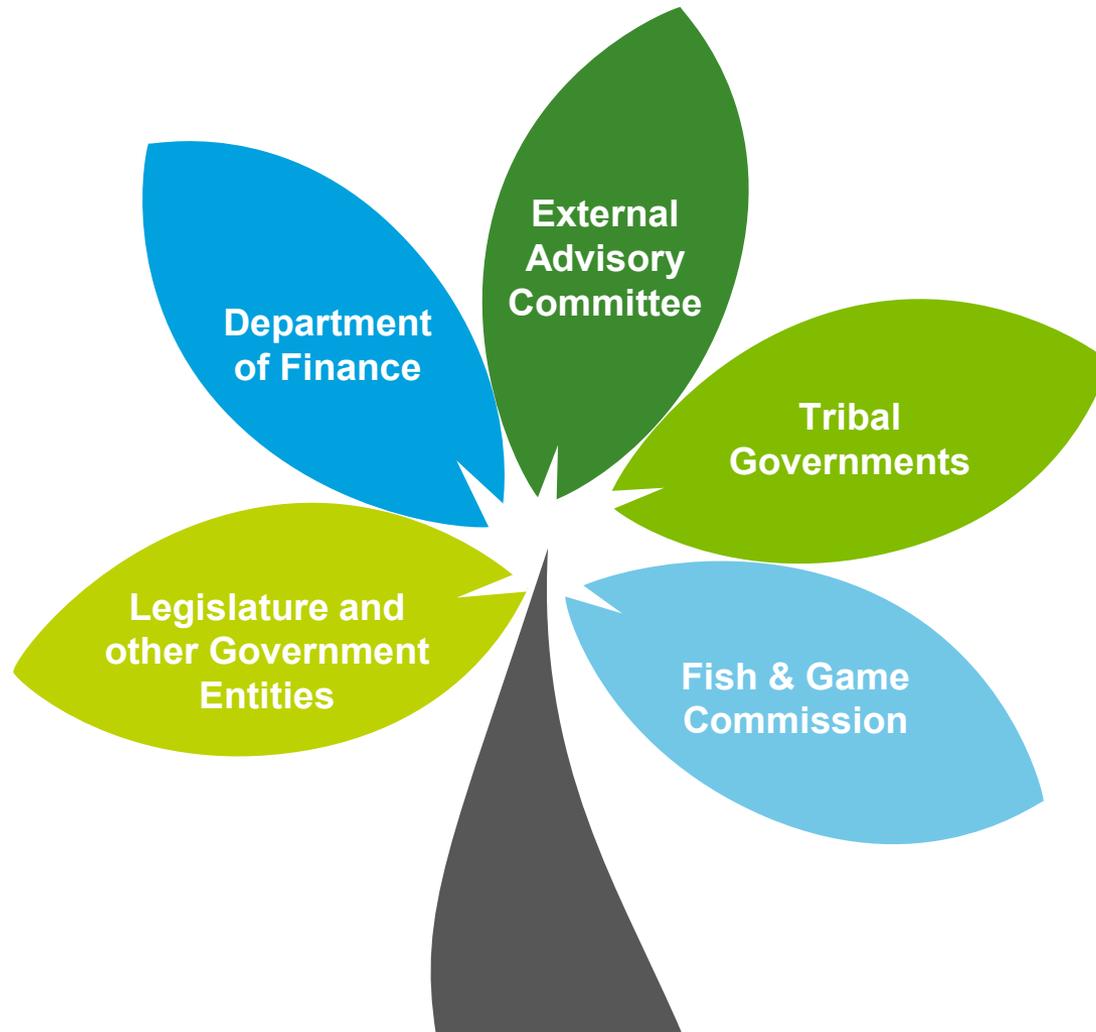
Communicating Progress and the Path Forward

The CDFW SBB webpage and inbox were established to provide relevant and timely progress updates to external stakeholders, address questions, and obtain feedback

SBB Webpage *(https://www.wildlife.ca.gov/Budget/Service-Based-Budgeting)*

- The **SBB Webpage** is a dedicated online space publicly accessible from the CDFW website homepage for external stakeholders to access informational resources and feedback channels for the SBB project.

- Progress update materials are posted to the SBB webpage along with a suite of informational resources, progress draft materials, communication archives, project team information, and a **dedicated inbox (SBBinfo@wildlife.ca.gov)**

Stay Connected With Us

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

Contact Information

- SBB Questions and Feedback Mailbox: SBBinfo@wildlife.ca.gov

- SBB Webpage: https://www.wildlife.ca.gov/Budget/Service-Based-Budgeting
  - FAQs
  - SBB Overview
  - SBB One-Pager
  - Project Team List
  - Project Updates
  - External Advisory Committee Updates