

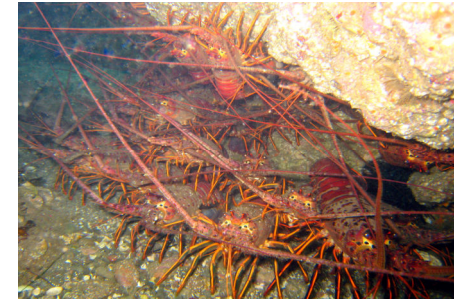


California Department of Fish and Wildlife



Status Update

March 2025



Background of Service Based Budgeting

Our 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 Chapter 51, Statutes of 2018 (Senate Bill 854) 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 >

Chapter 51, Statutes of 2018 (Senate Bill 854)

- 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

A New Budgeting Approach

The Department is embarked 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 Restructuring Exercise

While SBB may highlight areas for efficiency improvement, changing the organization chart is not the intent of SBB

A Funding Decision

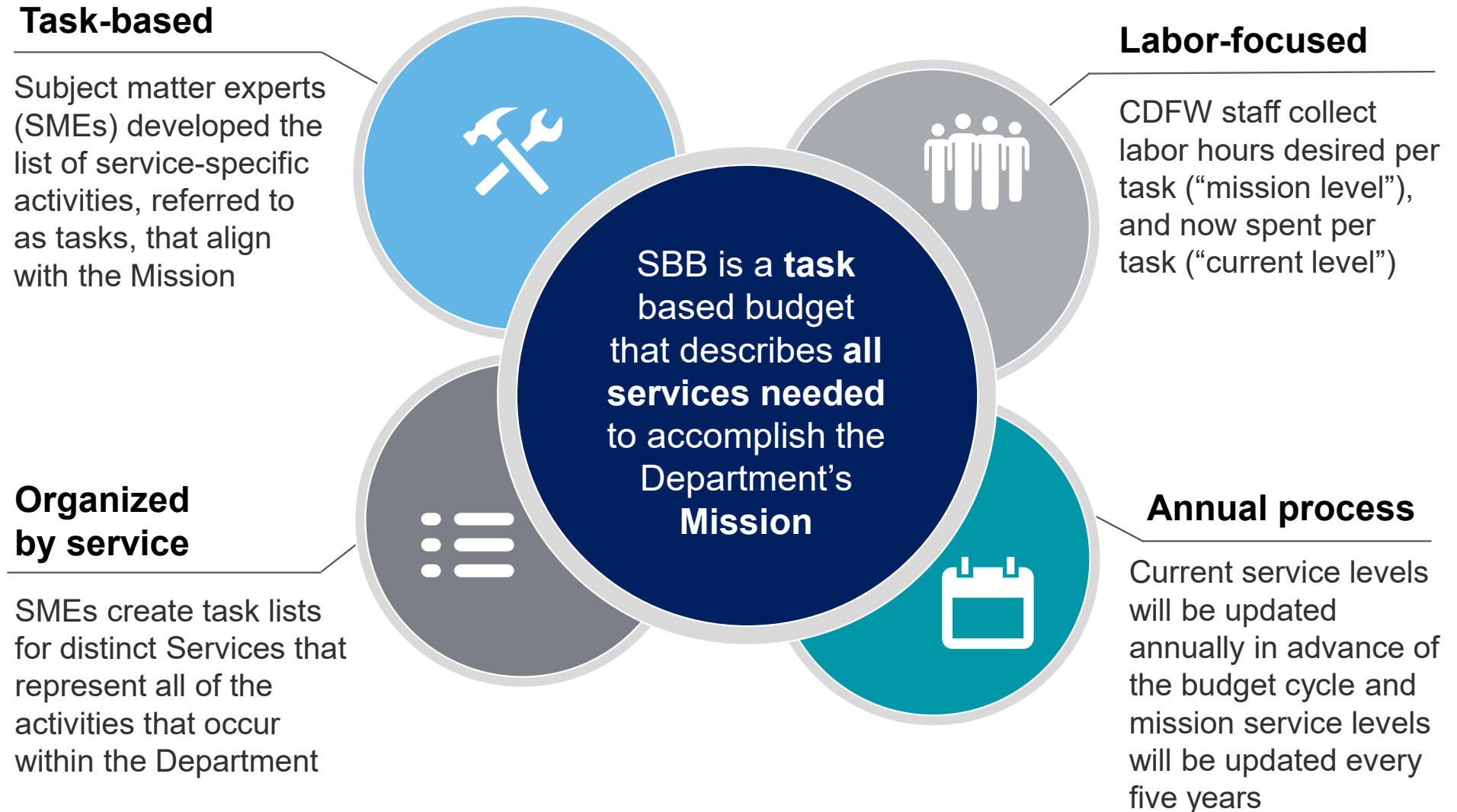
Although SBB will inform which services may require additional funding, final funding decisions are not a part of SBB

A Job Performance Review

The SBB effort is not reviewing individual job performances

How Does SBB Work?

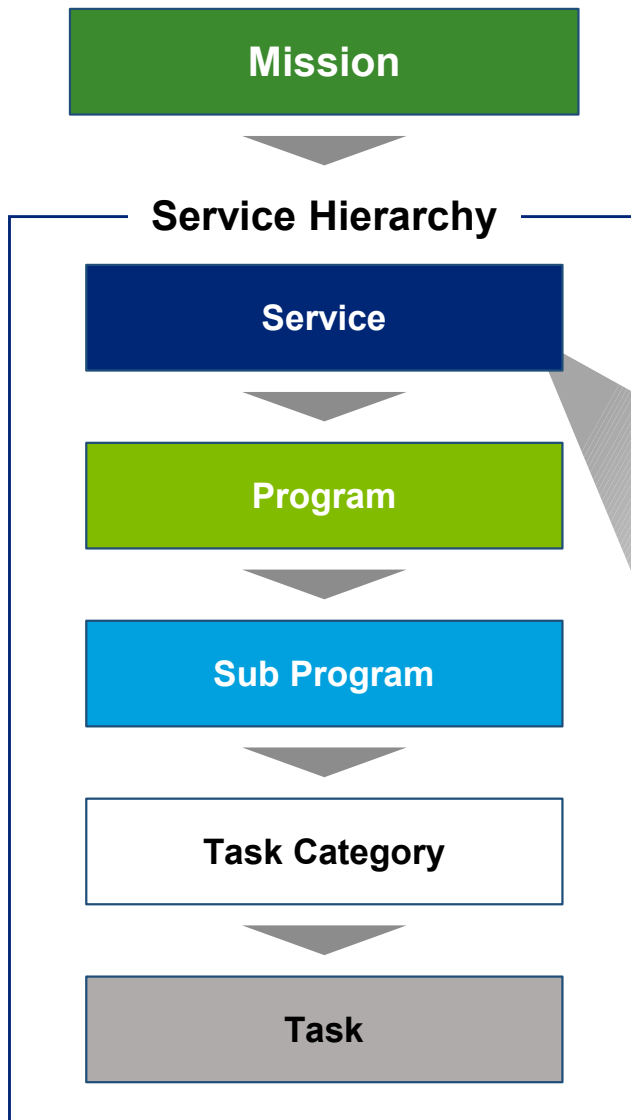
SBB is a budgeting approach that identifies the tasks needed to accomplish the Department's Mission



Understanding the SBB Service Structure

The Mission is categorized into core service areas

SBB Model



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

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

Transparency

- Increases **visibility to the staffing resources** 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 management 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 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**

Improving CDFW's Budgeting Approach

CDFW budget appropriations and allocations had remained relatively uniform for years

SBB provides an opportunity for the Department to:

Clarify Needs

Adjustments to appropriations had been limited by Department's ability to clearly articulate the total need, priority of needs, and benefits to the general public and stakeholders.

Consider Additional Factors

Adjustments to appropriations had been based on a limited set of factors including savings, forecasted operational change, and past and projected expenditures.

Grow and Improve

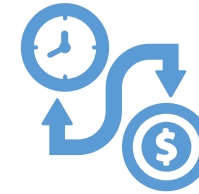
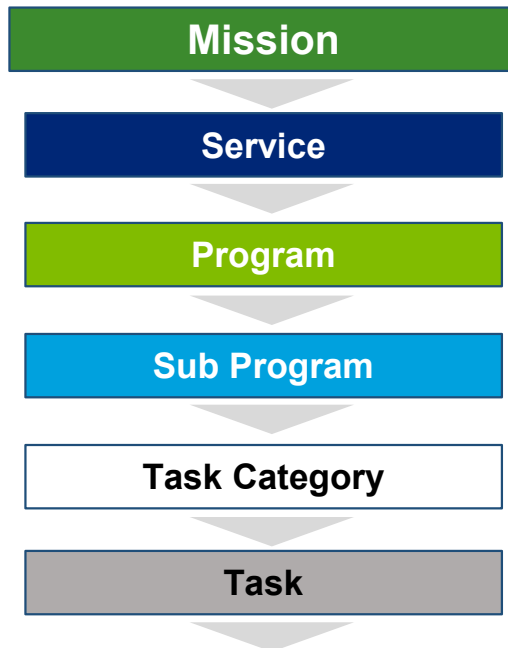
The current appropriations of funds constrains desired growth to fulfill the Mission.

SBB Data Informs Future Budgeting

Initial Phases of SBB Review

*Future Budget Analysis
Informed by SBB Data*

Service Chart and Task Catalog Development



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.



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.

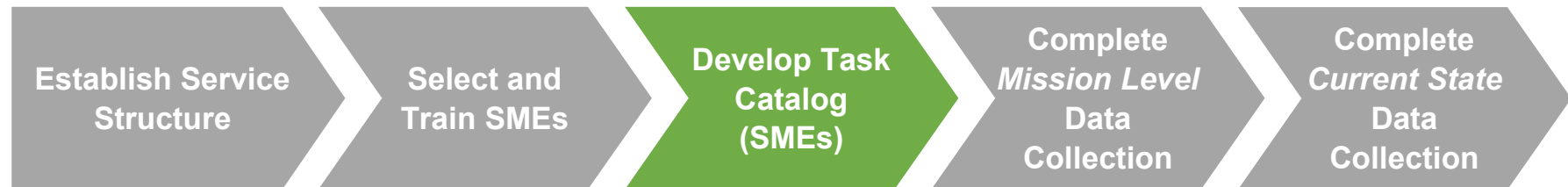
Project Governance

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">• 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
Executive Working Group	<ul style="list-style-type: none">• Inform and advise project decisions• Communicate SBB process to Divisions and Regions• Identify subject matter experts• Review and validate SBB data
Subject Matter Experts and Data Collection Respondents and Validators	<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

SBB Subject Matter Experts (SMEs)

SBB SMEs help tell the story of what it takes to meet CDFW's Mission



About SBB SMEs

SBB SMEs were identified from across the Department by SBB project leadership to represent a **diverse and informed perspective** on Department activities.



SBB SME Responsibilities

SMEs worked with the SBB project team and other staff to:

- Develop a comprehensive list of tasks and activities performed by Department staff
- Inform the level of service needed to fully achieve the Department's Mission
- Identify the current level of service the Department provides for tasks

External Stakeholders and Government Entities

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



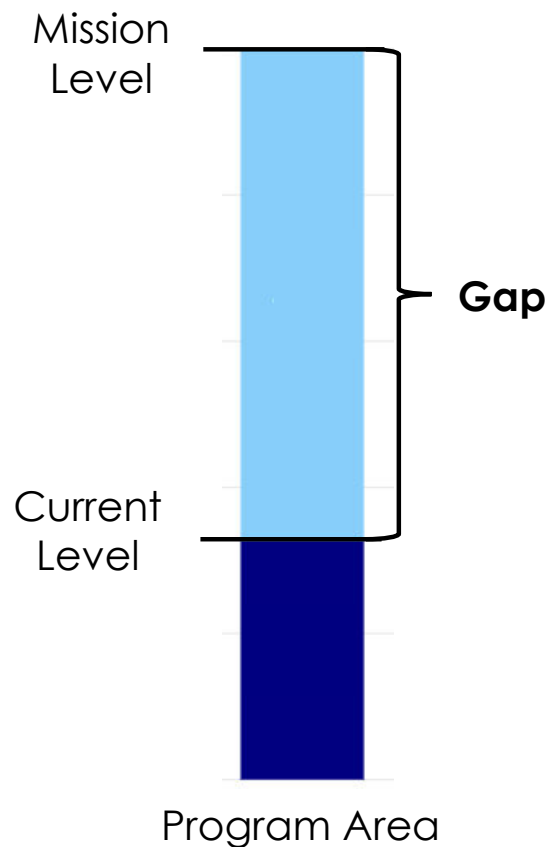
External Communications, Resources, and Engagement

- 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

SBB Is Complete, Now What?

Operational Improvement Actions Overview

While the SBB gap is measured in terms of labor hours, the operational findings process seeks multiple ways to close the gap



Mission, Policies, Mandates

Clarify the mission level. Propose adjustments to policy where necessary



Process Improvements

Streamline processes to improve efficiency and/or effectiveness



External Partners

Clarify and improve division of labor with other stakeholder groups



Technology & Equipment

Request hard assets that can improve efficiency

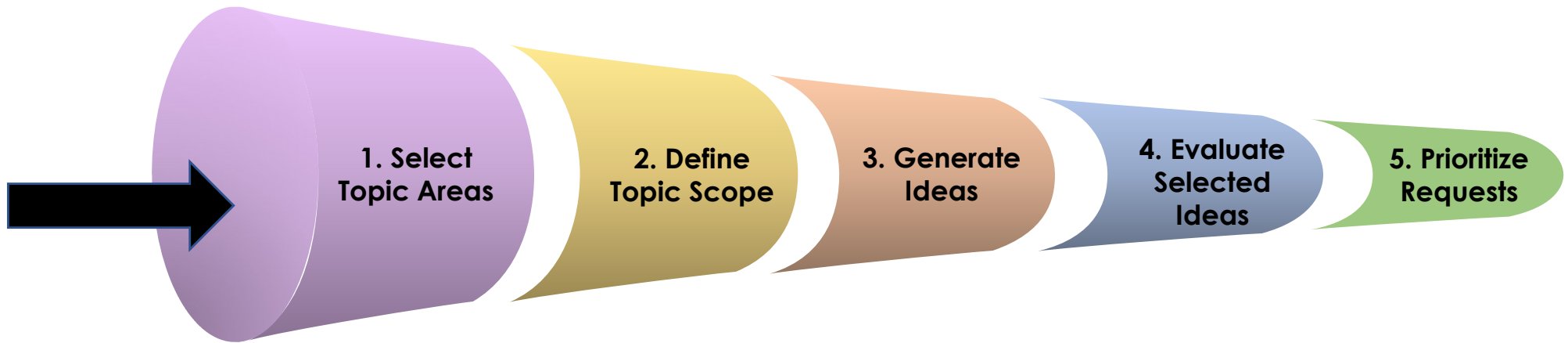


Labor

Request or redirect staff where increasing hours is most effective

Operational Improvement Action Process

The Department will use the below process to generate, estimate, and prioritize ideas to address the Department's most pressing gaps.



	Topic List	Topic Task List	Ideas List	Evaluate Ideas List	Prioritized Actions
Selection Criteria	<p>Develop set of topics based on:</p> <ul style="list-style-type: none"> • Current priorities • Connection with revenue analysis • Opportunity to identify operational improvement ideas that do not rely on large budget changes 	<p>Select set of tasks to define topic area scope. Task lists are initially scoped in the kickoff meeting with managers and further defined through meetings with subject matter experts.</p>	<p>Define improvement ideas where:</p> <ul style="list-style-type: none"> • Impact will address labor hours &/or performance metrics • Identifiable type and level of effort to implement 	<p>Select ideas to evaluate based on:</p> <ul style="list-style-type: none"> • Difficulty to implement (based on metrics of time, cost and complexity) • Potential impact (measurable by labor hours and other performance metrics) 	<p>Select actions based on:</p> <ul style="list-style-type: none"> • Expected benefit • Ability to secure resources if needed • Immediate priorities • Presence of an implementation champion

SBB Data Tool & PowerBI



CDFW SBB Data Tool

The SBB data tool has four components: database management, current level data collection, mission level data collection, and PowerBI data analytics

SBB Database Management

- Addition, deletion, and modification of tasks by administrators
- Management of SBB Units and positions and respondents and validators for data collection
- Tracking of tasks impacted by certain approved budget changes

Current Level Data Collection

- Supervisors and managers identified as respondents and validators allocate current hours for every staff within CDFW to specific tasks
- Data collected annually

Mission Level Data Collection

- Supervisors and managers help identify the number of times that a task would be accomplished annually at the mission level
- Data is scheduled to be updated on a five-year cycle

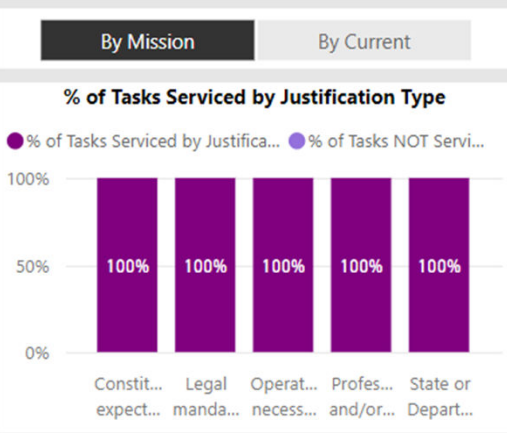
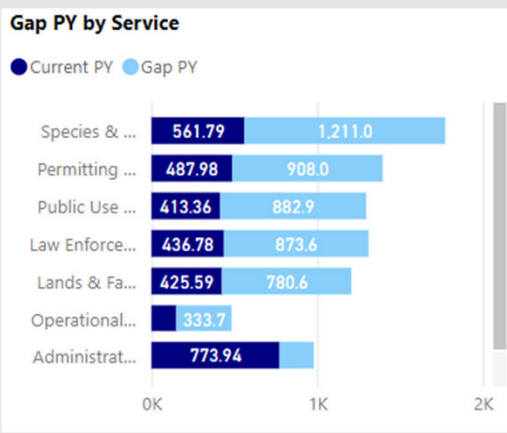
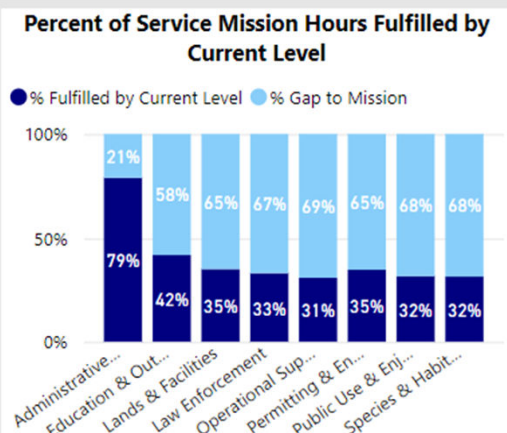
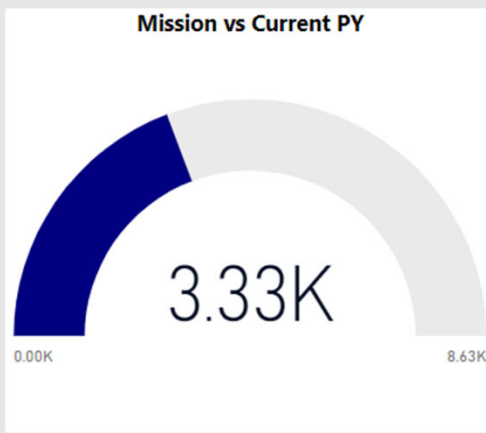
CDFW PowerBI Data Analytics

- Dashboard display of SBB mission and current level data
- Year to year comparison of SBB data



Dashboard Analytics Enabled by SBB Data

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



Overview

Current Level

Gap

Scenario Planning

Executive Overview

Program Detail

Program Detail

Mission Target

Mission Level

Sub Program Detail

Sub Program Detail

Reallocation Dashboard

Program Detail

Labor Mix

Labor Mix

Budget Planning

Sub Program Detail

Organization Mix

Fund Source

Year to Year Comparison

Labor Mix

Fund Analysis

Year-to-Year Comparison

Fund Hot Spots

Year-to-Year Trend

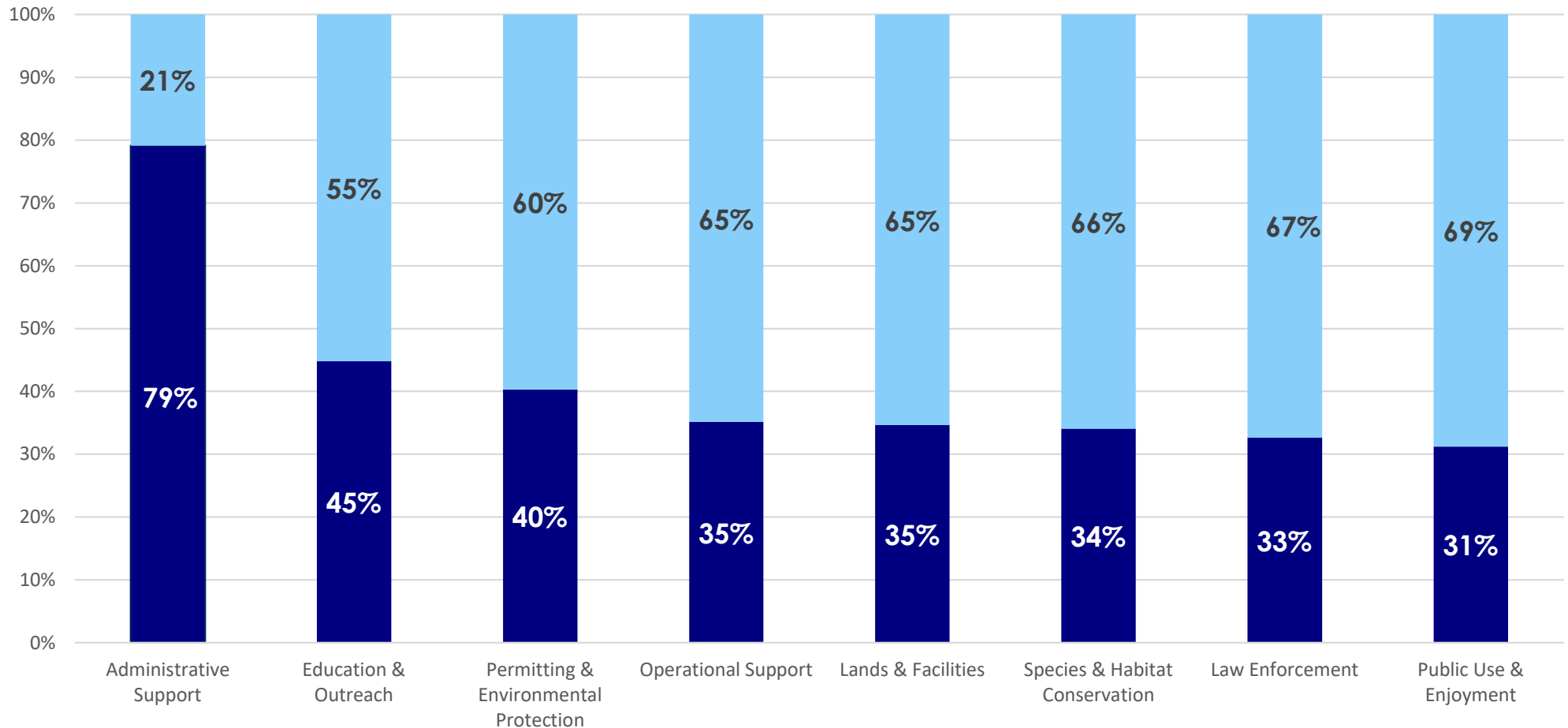
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Gap Analysis Overview

Services displayed by least gap to mission to greatest gap to mission as percentage of a whole

SBB Data FY 2023-24

■ Current Level ■ Mission Level

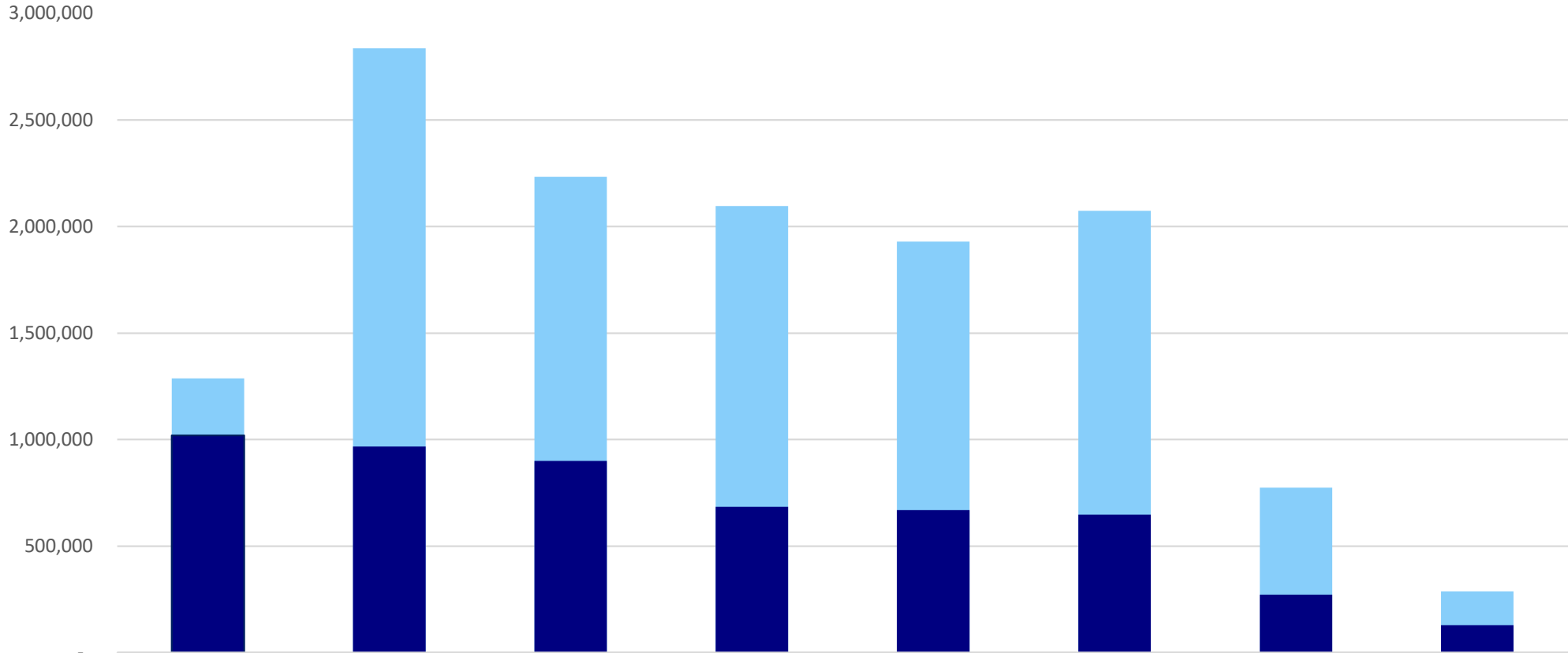


Gap Analysis

Services displayed by largest current hours to least current hours

SBB Data FY 2023-24

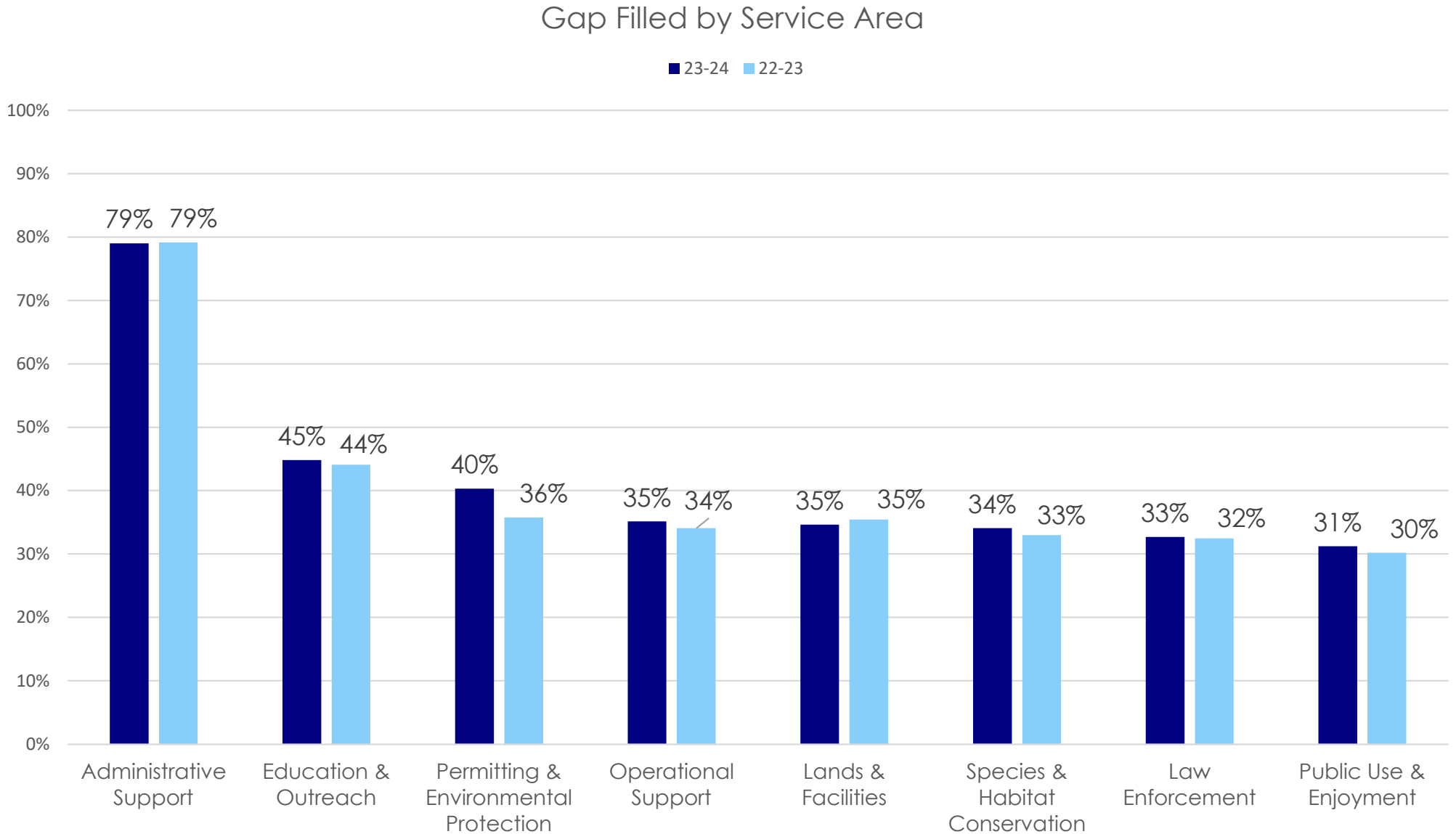
■ Mission Hours ■ Current Hours



	Administrative Support	Species & Habitat Conservation	Permitting & Environmental Protection	Law Enforcement	Lands & Facilities	Public Use & Enjoyment	Operational Support	Education & Outreach
■ Mission Hours	1,288,233	2,836,487	2,233,532	2,096,693	1,929,854	2,074,031	774,899	287,464
■ Current Hours	1,019,618	966,747	900,191	684,951	668,550	647,641	272,353	128,899

Gap Analysis by Service Area

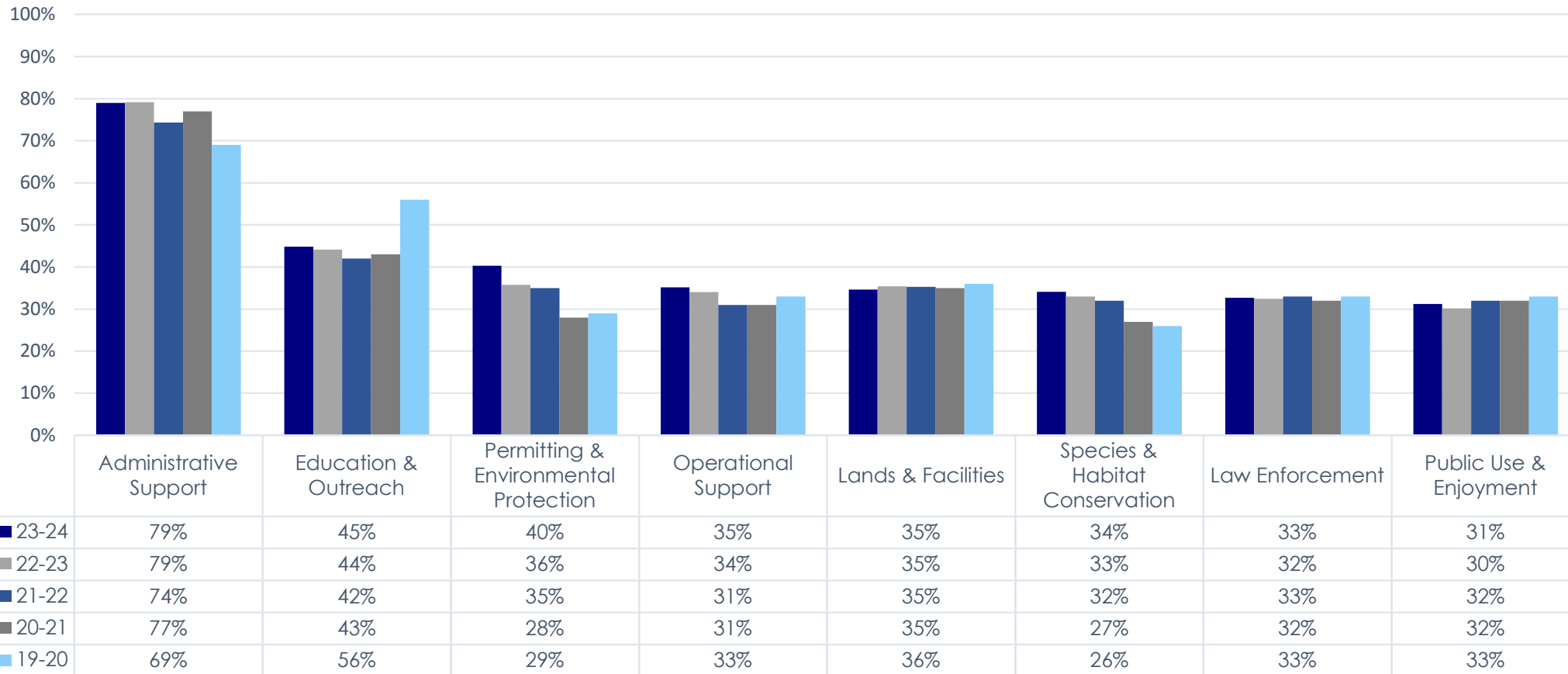
Chart below shows current level for FY 2023-24 vs. current level for FY 2022-23



Gap Analysis by Service Area

Chart and Graph below show 5-year YTY comparison for each year of data collection

5 YTY Comparisons for Current Level % Based on FY



Questions?

