APPENDIX G
Operational Plan

In compliance with Fish and Game Code section 712.1, subsection (c)(4), the department has incorporated findings from the SBB review in its operations and budget and developed an Operational Plan detailing changes to the department's operations resulting from the SBB process.

The Operational Plan describes the overall governance structure for SBB within the department going forward, specific roles and responsibilities, seven distinct SBB processes, and knowledge transfer plan to ensure timely development and incorporation of SBB data into department decision making. The information that follows provides an overview of the institutionalization of SBB within the department and the seven SBB processes running in parallel: change management, mission level refresh, current level refresh, gap analysis, operational findings, budget prioritization, and performance monitoring.

Operational Plan Overview

The Operational Plan describes the governance model, roles and responsibilities, long-term SBB operational processes, and knowledge transfer activities that embed SBB into department operations. Each operational process identifies the timeline, key milestones and activities by role, and supporting materials to implement the process

1. Governance Model	• Includes governance structure, description of key roles, and associated details
2. Roles & Responsibilities	• Describes the primary roles and responsibilities within SBB. Detailed responsibilities are described within the SBB process steps
3. SBB Processes	• Seven long-term processes to operationalize SBB across the department. Each process references roles and supporting information
4. Knowledge Transfer Plan	• Specific steps undertaken in 2020 to support the transition of SBB to long-term operations

The Operational Plan is intended to be a living document, updated through the change management process to enable SBB to evolve over time. In many years, approved changes may only require updates to long-term tool functionality, training materials, and/or project technical assumptions. For updates to SBB processes themselves, approved changes will be incorporated into the Operational Plan.

Governance Model

Initial Governance Model

The Core Team and Executive Working Group (EWG) governed SBB implementation in its first year

The initial SBB Governance Model provided the framework to establish the SBB taxonomy, mission and current level data, and associated SBB processes.

The Core Team and EWG were the primary decision-making bodies for the initial stages of SBB and were critical to the initial establishment and success of SBB.

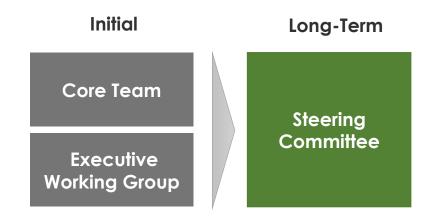| Group	Description	Members
Core Team	• Responsible for making project-level decisions • Drive the SBB model and process design • Guide the program and task catalog development • Communicate project status and accomplishments	• Chief Deputy Director • Deputy Directors: Administration Division, Wildlife and Fisheries Division, Data & Technology Division • SBB Project Manager • SBB Project Lead • Deloitte team
Executive Working Group	• Communicate Department-wide SBB process and conduct training for Divisions and Regions • Own overall process management (e.g., coordination) • Identify Subject Matter Experts (SMEs) • Review and validate department-wide SBB data	• Deputy Director of Administration • LED Assistant Chief • Deputy Director for the ECD • Deputy Administrator for OSPR • FGC Executive Director • SBB Project Manager • SBB Project Lead • Select Branch Chiefs • Select Regional Managers • Select EPMs • Deloitte team

Initial to Long-Term Governance Transition

To streamline the long-term governance model, Core Team and Executive Working Group responsibilities will be assumed by a single Steering Committee

The Core Team and Executive Working Group were replaced by a single Steering Committee, based on the existing Executive Review Committee with additional representation from the Marine Region.

The department started transitioning to the long-term SBB Governance Model in 2020, beginning with periodic meetings of the Steering Committee to oversee decisions related to SBB's first year of institutionalization. In Fall 2020, the Steering Committee began assuming full responsibilities with respect to SBB governance.

Initial

Core Team

Executive Working Group

Long-Term

Steering Committee

Group	Transition Description
Core Team	The Core Team met weekly throughout the SBB process to oversee the operationalization of SBB processes and transition to long-term teams.
Executive Working Group	The Executive Working Group, which oversaw the development of the SBB task catalog and "What We Do" chart and gave technical expertise to shape the initial SBB processes, has achieved its main objectives and concluded meetings as a separate body in January 2020.

Steering Committee Overview

The Steering Committee is an extension of the Executive Review Committee (ERC), formed to govern SBB, as described below

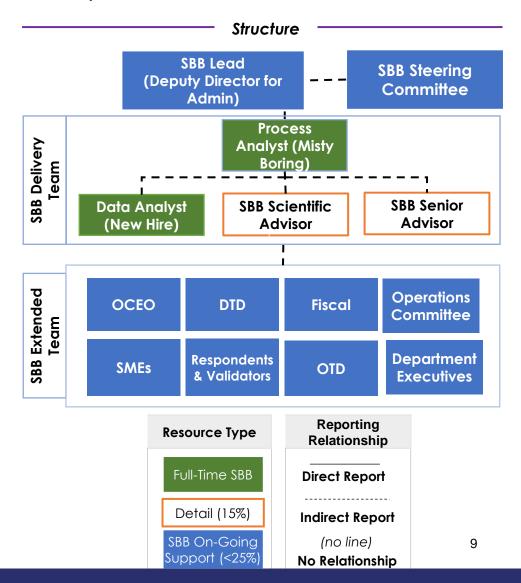| Steering Committee Overview	
Objective	• Oversee and advise SBB activities throughout the year • Provide a year-round strategic budgeting function for the department, based on department priorities, SBB data, and operational improvement activities

Key Activities	• Prioritize SBB effort with respect to annual:
	   o Funding decisions
	   o Topics for operational improvement
	   o Long-term tool enhancements
	• Make decisions on escalated issues with respect to:
	   o SBB process
	   o Task catalog
	   o Urgent or emerging situations or priorities
	• Advise on the long-term evolution of SBB within the department

Initial Members	• Executive Review Committee • Marine Region Manager • SBB Process Analyst • SBB Data Analyst • SBB Senior Advisor • SBB Scientific Advisor
Meeting Frequency	• Monthly (May through February) • Weekly during CLR Data Clean (March through April) • Additional ad hoc meetings, as needed

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Roles & Responsibilities

Overview of SBB Roles & Responsibilities

SBB operations are led by the SBB Process Analyst, supported by an SBB Team and Extended Team, as described below

Overall, the SBB Process Analyst is accountable for SBB. This person serves as SBB lead within the department and his/her work is managed by the Deputy Director of Administration and overseen and advised by the SBB Steering Committee.

The SBB Process Analyst is supported by the SBB Team and Extended Team. The SBB Team is planned to consist of two dedicated full-time staff and two part-time advisors from within the department, who are appointed to one-year rotations.

The Extended Team is comprised of all other department groups and individuals who participate in and support SBB processes through the year. Extended Team roles and responsibilities are described in more detail within the SBB Process.

Structure

SBB Lead (Deputy Director for Admin) - - - **SBB Steering Committee**

SBB Delivery Team
- Process Analyst (Misty Boring)
- Data Analyst (New Hire)
- SBB Scientific Advisor
- SBB Senior Advisor

SBB Extended Team

OCEO	DTD	Fiscal	Operations Committee
SMEs	Respondents & Validators	OTD	Department Executives

Resource Type	Reporting Relationship
Full-Time SBB	——— Direct Report
Detail (15%)	- - - - - Indirect Report
SBB On-Going Support (<25%)	(no line) No Relationship

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SBB Team Roles & Responsibilities

The four members of the SBB Team are responsible for the day-to-day coordination and execution of SBB, as described below

The SBB Team is comprised of four roles, two full-time and two part-time detail positions, which rotate among eligible department staff in one-year appointments:

- **SBB Process Analyst –** Responsible for coordinating SBB annual processes, training, stakeholder engagement, and tracking performance of SBB recommendations and process improvement.

- **SBB Data Analyst** – Responsible for overall SBB data management and analysis, including preparing data inputs in advance of annual SBB processes and analyzing data to present in response to internal and external SBB inquiries.

- **SBB Senior Advisor** – Responsible for overseeing the SBB Team, especially with respect to the impact of SBB on larger department operations. Of note, the SBB Senior Advisor is responsible for identifying when and on what topics to update the Operations Committee throughout the year as well as identifying appropriate subject matter experts for SBB activities.

- **SBB Scientific Advisor** – Responsible for providing technical assistance to the SBB Team with respect to identifying appropriate subject matter experts and decision-makers to resolve questions on the task catalog structure, meaning of gap analysis, or estimation of impact of operational findings ideas.

- For continuity, the planned timeline of these appointments is staggered, so that at least three members of the SBB Team are experienced in SBB processes at any given time, and the team has the knowledge necessary to onboard the next member rotating into the team.
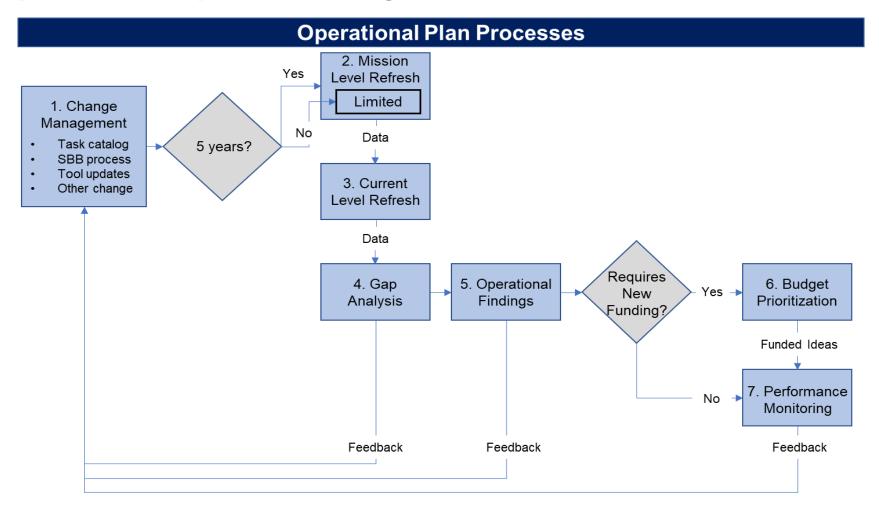
Extended Team Description

The Extended Team includes all other divisions and staff within the department who regularly support SBB activities, as described in SBB processes

Extended Team Member	Primary Role
Office of Communication & External Outreach (OCEO)	• Advise on internal and external stakeholder outreach and inquiry responses • Review internal and external stakeholder communications and meeting materials
Data & Technology Division (DTD)	• Own and manage SBB tool and database
Budget Branch	• Guide and review fund source analysis with the SBB Data Analyst • Provide fiscal crosswalk information to the SBB Data Analyst • Review funding proposals for operational improvements
Subject Matter Experts	• Assist in reviewing recommend changes to the SBB task catalog • Lead new task development, as requested • Assist with operational improvement idea identification and implementation effort estimation

Respondents & Validators	• Input and verify mission level and current level of service data for assigned tasks and positions
	• Provide feedback and propose SBB improvement ideas, as applicable
	• Validators:
	    o Serve as champions for SBB with their staff
	    o Set expectations with staff for data quality and timely reporting

Office of Training & Development (OTD)	• Distribute training schedule and registration
Operations Committee	• Own the implementation of the selected SBB operational findings ideas
Department Executives	• Prioritize funding decisions for the department's budget • Use SBB data and performance results to communicate progress

SBB Processes

Overview of SBB Processes

Annual SBB activities can be described as seven interlocking processes, depicted in the figure below

SBB Operational Processes

SBB Process Interdependencies

Each SBB process receives inputs from and/or provides outputs to other SBB process, following the approximate timeline below

SBB Process	Approximate Annual Start Date	Input from Upstream Processes	Approximate Handoff	Output to Downstream Processes
1. Change Management	April 15	Feedback from most recently completed mission and current level refresh processes (and later feedback from gap analysis, operational improvement, and funding decisions, as available)	SBB Process – Sept 1 Long-term tool & task catalog – December 15	Tools ready for upcoming mission and current level refresh: • Enhanced long-term tool incorporating approved enhancements • Task catalog structure • Finalized SBB process for upcoming year
2. Mission Level Refresh (MLR)	Nov 1 – Prepare communications	SBB Process decisions from Change Management; department funding modifications	March 20	Initial mission level refresh data for use in gap analysis
3. Current Level Refresh (CLR)	Dec 1 – Prepare communications & position, project, and fund data	SBB Process decisions from Change Management; department funding modifications	April 15	Initial current level refresh data for use in gap analysis
4. Gap Analysis	April 15 – Data cleaning & gap analysis	Initial data from mission and current level refresh	May 30	Gap analysis to use to drive operational findings and stakeholder engagement
5. Operational Findings	June 1 – Identify priorities	Gap analysis data	July 31	Matrix of ideas for prioritization
6. Budget Prioritization	Oct 1 – Select ideas for estimation	Matrix of ideas from Operational Findings	Sept 2	Budget submission
7. Performance Monitoring	Sept 1 – implement internal ideas	Selected ideas (non-budgetary and budgetary)	Ongoing	Performance metrics

1. Change Management

SBB evolves with the department's needs over time. Each year, the SBB team gathers stakeholder feedback and/or requests for consideration in next year's SBB task catalog, SBB processes, long-term tool, and/or other SBB operations. Change management addresses requests with respect to: 1) task catalog; 2) SBB processes; 3) data collection tool; and 4) other urgent requests.

2. Mission Level Refresh Five-year Cycle

Updates to mission level data for all tasks will take place in 2024, 2029, 2034, and every five years thereafter. In addition, on a limited basis, updates to the mission level for select tasks may happen outside of the five-year mission level refresh cycle in response to new policies, equipment, technologies, or other operational improvements.

2. Mission Level Refresh Limited Annual Updates

The mission level data may be updated outside of the mission level refresh five-year timeline on a limited basis. Those exceptions to updating the mission level data include:

- **New Policy Priorities or Significant Mandates:** If the department receives a new policy priority or mandate that may significantly impact the work being done by staff, the mission level of the affected tasks may be updated to reflect that increased need.

- **Operational Improvements:** Following the implementation of selected operational improvements, the mission level data should be revised to reflect the department's ability to more efficiently perform the SBB tasks impacted by those improvements (e.g. purchasing of significant amount of new equipment or technology based on an operational improvement idea).

- **Additional Technology, Equipment, or Process Changes:** When the department's approach to doing a task changes, this should be reflected in a mission level update. If staff time is re-allocated due to an outstanding or previously requested technology, equipment, or process change implementation the mission level data related to those tasks should be adjusted appropriately.

3. Current Level Refresh

The current level refresh is a key, annual activity for SBB that tracks the amount of time department staff spend on tasks. The current level refresh collects the most recent current level of service data for comparison to the mission level of service. This data then informs the gap analysis and department operational improvements for annual process improvements and funding decisions. The current level refresh is divided into three phases: 1) preparation; 2) facilitate current level refresh data collection; and 3) clean current level refresh data.

4. Gap Analysis

Immediately following the current level refresh, the department performs a gap analysis. This data analysis provides the foundation for communicating, in labor hours, the difference between mission level and current level for each task, sub-program, program, and service level. This process requires substantial internal and external communication with stakeholders.

5. Operational Findings

Following the gap analysis, operational findings help identify improvement actions to close the gap. the SBB Team works with managers and subject matter experts to identify, scope, and implement operational improvement actions. These actions will be tracked throughout implementation to measure impact on the SBB mission to current level gap as well as additional performance metrics external to SBB.

6. Budget Prioritization

Budget prioritization refines and integrates SBB ideas into funding decisions for state operations, capital expenditures, and procurement. The SBB Team works with the Steering Committee, Budget Branch, and department leadership to implement ideas to help reduce the mission to current level gap. Some ideas may require funding or staffing, while other ideas may only require a formal implementation plan and no additional funding.

7. Performance Monitoring

Performance monitoring implements and collects quarterly performance metrics to track results of SBB ideas. Performance monitoring for the implemented ideas occurs immediately following the budget prioritization process for ideas that require state funding and immediately following the operational findings process for process change ideas not requiring additional funding. Performance monitoring information plays a significant role in supporting funding decisions with data-driven results.

Knowledge Transfer Plan

Overview of Knowledge Transfer Plan

The Knowledge Transfer Plan captures key activities necessary to onboard the long-term SBB roles and groups to ensure continuation of the SBB process

Long-Term SBB Role	Knowledge Transfer Counterparts	Approach	Key Topics
Process Analyst	From Existing SBB Team to SBB Process Analyst, coming on board in February 2020	• Weekly in-person knowledge transfer sessions • Work shadow – Reverse shadow approach	• All SBB processes
Data Analyst	From Existing SBB Team and SBB Process Analyst to SBB Data Analyst	• In-person knowledge transfer sessions • Project technical assumptions documentation	• Long-term tool change management process • Mission level refresh • Current level refresh • Gap Analysis
Senior Advisor	From SBB Project Manager and SBB Team to incoming Senior Advisor	• In-person knowledge transfer sessions • Operational Plan process documentation	• Change Management • Gap Analysis • Operational Findings
Scientific Advisor	From SBB Project Lead and SBB Team to incoming Scientific Advisor	• In-person knowledge transfer sessions • Operational Plan process documentation	• Operational Findings
Steering Committee	From Existing Core Team and SBB Team to SBB Steering Committee	• In-person knowledge transfer sessions • Operational Plan documentation	• Current level refresh • Operational Findings

Knowledge Transfer Approaches

The department and its consultant applied four main knowledge transfer approaches during the transition from the initial SBB project team to long-term institutionalization of the SBB process through the new SBB process analyst

- **In-Person Review:** hour-long meetings were scheduled individually with the new SBB process analyst to review SBB processes in-depth and the roles and responsibilities of that staff member in each process using the Operational Plan as a guiding document.

- **Work Shadowing:** the new SBB process analyst observed the functions of the initial SBB team.

- **Guided Experience:** the new SBB process analyst participated in the functions of the initial SBB team with oversight.

- **Reverse Shadow:** the new SBB process analyst took over the lead role for all SBB functions, with the initial SBB Team available for support and available for questions as needed.