STATE OF CALIFORNIA
Budget Change Proposal - Cover Sheet
DF-46 (REV 10/20)

Fiscal Year	Business Unit	Department	Priority No.
2023-24	0555	California Environmental Protection Agency	Click or tap here to enter text.

Budget Request Name	Program	Subprogram
0555-002-BCP-2023-GB	0340-Support	Click or tap here to enter text.

Budget Request Description
Project Management Office and IT Governance Positions

Budget Request Summary
The California Environmental Protection Agency (CalEPA) is requesting permanent funding in the amount of $1.0 million from the CalEPA Reimbursements account and 2.0 permanent civil service positions, resources, technology services, and software licenses to manage the planning and delivery of CalEPA's growing technology project portfolio, develop and promote standardization of processes and technology, drive CalEPA's delivery and use of technology towards constant improvements, and provide oversight of the agency's delegated projects. Additionally, CalEPA requests $300,000 to acquire Project Portfolio Management (PPM) software tools in 2023-24.

Requires Legislation	Code Section(s) to be Added/Amended/Repealed
☐ Yes ☒ No	Click or tap here to enter text.

Does this BCP contain information technology (IT) components? ☒ Yes ☐ No	Department CIO	Date
If yes, departmental Chief Information Officer must sign.	Cruz Nieto	1/10/2023

For IT requests, specify the project number, the most recent project approval document (FSR, SPR, S1BA, S2AA, S3SD, S4PRA), and the approval date.

Project No. Click or tap here to enter text.   **Project Approval Document:** Click or tap here to enter text.

Approval Date: Click or tap to enter a date.

If proposal affects another department, does other department concur with proposal? ☐ Yes ☐ No
Attach comments of affected department, signed and dated by the department director or designee.

Prepared By	Date	Reviewed By	Date
Nicholas Kuka	1/10/2023	Click or tap here to enter text.	Click or tap to enter a date.
Department Director	**Date**	**Agency Secretary**	**Date**
Click or tap here to enter text.	Click or tap to enter a date.	Amelia Yana Garcia Gonzalez	1/10/2023

Department of Finance Use Only

Additional Review: ☐ **Capital Outlay** ☐ **ITCU** ☐ **FSCU** ☐ **OSAE** ☐ **Dept. of Technology**

PPBA	Date submitted to the Legislature
Christian Beltran	1/10/2023

A. Budget Request Summary

The California Environmental Protection Agency (CalEPA) is requesting permanent funding in the amount of $1.0 million from the CalEPA Reimbursements account and 2.0 permanent civil service positions, resources, technology services, and software licenses to manage the planning and delivery of CalEPA's growing technology project portfolio, develop and promote standardization of processes and technology, drive CalEPA's delivery and use of technology towards constant improvements, and provide oversight of the agency's delegated projects. Additionally, CalEPA requests $300,000 to acquire Project Portfolio Management (PPM) software tools in 2023-24.

B. Background/History

CalEPA has led California in creating and implementing some of the most progressive environmental policies in America, from the Global Warming Solutions Act (Assembly Bill 32), which required a sharp reduction in greenhouse gas emissions to achieve a low carbon future, to mandating that 100 percent of the state's electricity will come from solar, wind, and other non-fossil sources by 2045 (Senate Bill 100). California was also one of the first states in the nation to codify environmental justice in statute, calling for fair treatment and inclusion in the decision-making process of vulnerable communities.

CalEPA's mission is to protect human health and the environment for all Californians. The agency fulfills this mission by developing, implementing, and enforcing environmental laws that regulate air, water, and soil quality, pesticide use, and waste recycling and reduction. CalEPA oversees and coordinates the activities of the following boards, departments, and offices (BDOs):

1. Air Resources Board (CARB)
2. Department of Pesticide Regulation (DPR)
3. Department of Resources Recycling and Recovery (CalRecycle)
4. Department of Toxic Substances Control (DTSC)
5. Office of Environmental Health Hazard Assessment (OEHHA), and
6. State Water Resources Control Board (SWRCB)

Project Portfolio Oversight

To accomplish its mission and in response to environmental emergencies of increasing intensity, CalEPA and its Boards Divisions and Offices (BDOs) manage a growing portfolio of technology projects. Since 2020 the number of annual project requests in the Project Approval Lifecycle has increased steadily and is now 600 percent higher than pre-2020 levels. The agency portfolio also includes six open projects where the California Department of Technology (CDT) has delegated oversight to CalEPA. The agency has two resources available to commit a combined 1.0 PY to oversight activities for these projects. These resources split their time between oversight responsibilities and other project management duties, including the direct management of multiple technology projects.

Table 1 on the following page shows counts of technology projects within the combined CalEPA and BDO portfolio, including project requests completing stages of the Project Approval Lifecycle (PAL) process. The counts are aggregated by calendar year. The CalEPA portfolio includes projects where CDT provides mandated project oversight activities and those where CDT has "delegated" the responsibility of project oversight to CalEPA. CDT has the authority to conduct project oversight where projects meet the definition of an Information Technology project provided in the State Administrative Manual (SAM) under sections 4819.2 and 4819.36. Under SAM Section 4819.37, CDT may delegate the authority for project oversight to a department's oversight agency. The SAM (section 4819.2) defines oversight as "an independent review and analysis to determine if the project is on track to be

completed within the estimated schedule and cost and will provide the functionality required by the sponsoring business entity.

Table 1: CalEPA and BDO Annual Project Counts (Workload History)

Category	2018	2019	2020	2021	2022
Completed			6		
Delegated	9	6	13	9	5
Non-Delegated	6	5	5	7	6
Requests in PAL Stages	1	2	10	9	13
Total	**16**	**13**	**34**	**25**	**25**

On average, over 50 percent of active CalEPA projects are "delegated," and CalEPA is responsible for conducting and reporting on oversight activities.

The growing portfolio represents a sizable investment of resources. The total funding allocated to the 12 open projects in the portfolio is $65.7 million. The estimated investment required to implement the 13 projects currently completing the PAL process is $127.6 million[1]. This brings the combined agency and BDO project portfolio investment to $193.3 million. While open projects have estimated end dates within 2023-24, new projects (once PAL is complete) may have end dates that extend into the second half of this decade.

Project Portfolio Management Tools

CalEPA does not have a unified set of tools for managing and reporting on its extensive portfolio of technology projects. Each BDO uses its own tools and project management information systems to track and report on projects. Data about portfolio projects is stored in SharePoint lists, spreadsheets, documents, Microsoft Project files, and other tools. Recently, some BDOs have initiated internal efforts to procure and implement Project Portfolio Management (PPM) software tools.

Project Planning

Regardless of which organization, CDT or CalEPA, provides oversight for projects in the combined CalEPA and BDO portfolio, all technology projects must include the completion of all PAL stages[2]. The PAL is a series of stages and gates that guide organizations through the initiation and planning phases of technology projects. "Table 2" on the following page summarizes the workload of completing PAL and the average duration for completing each stage depending on project size and complexity. In 2019-20, the Legislative Analyst's Office (LAO) reported that the average project takes about 14.6 months to complete all four stages of PAL planning[3].

---

[1] Only six out of the 13 project requests in PAL have published estimates. This figure does not include seven project requests that do not have published estimates at this time.

[2] Per SAM 4819.35, "Projects whose approval has been delegated to the Agency/state entity's director normally require all PAL Stage/Gate deliverables to be prepared in accordance with SAM Section 4928 and approved by the Agency/state entity director (SAM Sections 4921 and 4927). A copy of the analysis, and a signed document indicating approval by the Agency/state entity director, must be on file in the Agency/state entity.

[3] LAO Budget and Policy Post. 03/14/2019. Aligning the State's IT Project Approval Process With the Annual Budget Process. https://lao.ca.gov/Publications/Report/3976

Analysis of Problem

Table 2: The Project Approval Lifecycle (PAL) Framework

PAL Stages	Description of Workload	Planning Duration
Stage 1 Business Analysis	Identify Problem/Opportunity; Establish Business Case/Need; Ensure Strategic Alignment; Assess Organizational Readiness	3 to 6 months
Stage 2 Alternatives Analysis	Assess Existing Business Processes; Market Research; Mid-level Solution Requirements; Complexity assessment; Identify Solution Alternatives (COTS/MOTS, Existing, Custom); Recommend Solution; Procurement and Staffing Strategy; Project Timeline	3 to 6 months
Stage 3 Solution Development	Part A: Procurement Profile; Detailed Solution Requirements; Statement of Work Part B: Solicitation Package (Evaluation Methodology and Cost/Payment Model); State Staffing Allocation)	3 to 6 months
Stage 4 Project Readiness & Approval	Solicitation Release; Select Vendor; Contract Management Readiness; Baseline Project (Cost and Schedule); Project Readiness; Risk Register; DOF/ Legislative Approval	3 to 6 months

Depending on various factors (e.g., complexity, budget, departmental priority, funding sources, and budget cycle considerations), some projects may receive funding to engage consulting resources that can help the Agency or a department complete PAL deliverables (e.g., the CERS NexGen project). Most projects within the CalEPA and BDO portfolio do not have funding to receive consulting services for project planning. CalEPA is required to ensure that all PAL deliverables are completed whether additional funding is received or not. CalEPA has only one PY to provide these planning services for the entire CalEPA and BDO portfolio.

Existing Resources

As discussed above, CalEPA's Project Management Office (PMO) comprises two resources. The PMO is directed by an "IT Manager 2" (ITM2), with a single "IT Specialist 3" (ITS3) directly reporting to the PMO director. As the PMO Director, the ITM 2 manages and directs the ITS3, develops project management policies, manages the tracking and reporting for the combined Agency and BDO project portfolio, provides oversight direction to BDO PMOs, and facilitates the review and approval of project requests from CalEPA and all BDOs. The ITS3 directly manages or is the project director for two Technology projects, is the CalEPA lead business analyst, and assists the ITM2 with policy and portfolio management. These two resources can only allocate a combined 1.0 PY to portfolio management, project planning, project oversight, and IT governance activities.

C. State Level Consideration

CalEPA is an oversight agency for many BDOs (as defined above in "Section B"). It accomplishes its mission in many ways, including implementing technology projects. CalEPA is responsible for governance and oversight of the combined CalEPA and BDO Portfolio and interdepartmental IT frameworks and standards. All IT projects are subject to the PAL process, administered by CDT under State Information Management Manual (SIMM) Section 19. CDT has oversight authority on all IT projects as defined and described in the SAM, section 4819. Under the same SAM section, CDT can delegate oversight responsibility for projects undertaken by the CalEPA BDOs to CalEPA as the oversight agency for the BDOs. For all technology projects in the combined CalEPA BDO portfolio, delegated and "non-delegated" alike, CalEPA is responsible for ensuring each complies with the processes, frameworks, and standards set in the SAM, SIMM, and government code. Further, as an oversight agency, CalEPA has a fiduciary responsibility to ensure projects are appropriately planned and executed.

CalEPA Strategic Objectives

CalEPA has formalized an IT governance committee to support the IT oversight function. It will begin applying agency-wide IT policies, including IT Security, data management, privacy protection, technology acquisition, and project management. These steps are in response to the "CalEPA FY 2022 – 2026 Strategic Plan." The CalEPA Strategic Plan includes the following objectives:

- **Objective 4.1: Improve Organizational Efficiency**
  This objective targets the standardization of 15 percent of all enterprise or administrative IT systems and the reduction of costs via shared purchasing. The Agency and BDOs have adopted strategies to achieve this objective, including the consolidation and standardization of technology solutions across the Agency and BDOs, reducing duplication and redundancy, and identifying opportunities for cost-sharing.
- **Objective 4.2: Build a High-Performing Team**
  The CalEPA Strategic plan includes a strategy of creating a "One CalEPA" culture through robust cross-training programs within this objective.
- **Objective 4.4: Improve Recruitment and Retention of a Diverse Workforce**
  The plan cites the following strategy for achieving this objective: "Identify innovative ways to offer incentives and rewards to reduce attrition in our high-performing workforce."

CDT's Vision 2023
CalEPA's strategic plan aligns with the CDT Vision 2023 Statewide Strategy. Vision 2023 identifies organizational goals and challenges with implementing technology. The plan includes the goal, "Build digital government more quickly and more effectively." This goal includes answering the challenge, "How can we stop relearning the same lessons? How can we speed progress by institutionalizing learning?" This challenge calls for creating, maintaining, and applying effective and consistent documentation about standards and frameworks (it refers to this as "playbooks"). The challenge points out that critical systems (and arguably projects) rely on the outstanding work of long-term government employees nearing retirement or vendors. Knowledge transfer from these two groups is critical to maintaining and accelerating the pace of technology implementation.

PMO Planning and Oversight Consideration

In alignment with the above strategic objectives, CalEPA will promote the documentation and adoption of common standards, frameworks, and "playbooks" for initiating, planning, and delivering technology projects. Through improved oversight, CalEPA will aid the BDOs in developing and adopting best practices and standards. CalEPA will provide resources and services to help the BDOs shift knowledge from consultant resources to civil service employees,

who can then institutionalize the methods and practices necessary to deliver timely and effective technology projects.

Taking these steps is critical to improving the overall maturity of CalEPA's project management office. Project portfolio management maturity can be measured against multiple models, including one produced by Gartner. As shown in "Table 4" below, Gartner's model starts with "Level 1" and continues through "Level 5".

Table 3: PPM Maturity Model

Activities	Level 1	Level 2	Level 3	Level 4	Level 5
1. Manage the Mandate of PPM Function	The PPM mandate is defined informally.	The PPM function has a formally documented mandate.	The PPM function regularly solicits feedback on its mandate from stakeholders and translates this mandate into clear and actionable goals for its staff.	The PPM function defines its activities as a set of services to meet the varied needs of stakeholders.	The PPM function reshapes its mandate or temporarily flexes the way it engages with key stakeholders to align with the evolving priorities of the digital business.
2. Measure and Communicate PPM Performance	The PPM function uses an informal and reactive approach to measure its performance and communicates metrics when requested by sponsors or stakeholders.	The PPM function reports basic initiative level metrics to stakeholders at regular intervals.	The PPM function tracks the function's performance against operational and strategic objectives and provides customized reports to stakeholders.	The PPM function tracks leading indicators to measure and report the likelihood of delivering the initiatives' business benefits.	The PPM function assesses its ability to enable the delivery of business outcomes and communicate its performance using value stores.
3. Leverage PPM-Enabling Technology	The PPM function relies heavily on tools like spreadsheets, email, and file sharing; no or minimal use of dedicated PPM technologies.	The PPM function uses best-of-breed, dedicated PPM tools offering project status reporting and dashboard creation capabilities.	The PPM function broadens technology use by using tools to aggregate and analyze the demand and active work and integrating with other enterprise IT systems, such as ERP and IT service management.	The PPM function leverages technology to provide end-to-end process coverage from strategy planning to day-to-day execution to enable improved decision-making.	The PPM function experiments with advanced technology (such as conversational artificial intelligence) and integration capabilities to support multimethodology portfolios and workflows.

Given this standard, the current CalEPA's PMO achieves the following ratings:

- **Manage the mandate of the PPM function: Level 2**
  CalEPA's portfolio management function is formally defined and has at least one resource with portfolio management as part of a duty statement.

- **Measure and communicate PPM performance: Level 2**
  CalEPA regularly interacts with BDO, agency, and oversight level stakeholders, where the agency reports initiative level metrics.

- **Leverage PPM -Enabling Technology: Level 1**
  CalEPA relies heavily on spreadsheets, email, and filesharing to manage the Agency and BDO portfolio.
  (Some BDOs are progressing to level 2 of this activity by implementing a PPM tool.)

Project Portfolio Management Tools Consideration

In alignment with objective 4.1 of the CalEPA Strategic Plan, CalEPA encourages the adoption of standard technology toolsets across the Agency and its BDOs. Procuring and promoting a common set of PPM tools is critical to streamlining the tracking and reporting efforts against a nearly $200 million technology project portfolio.

D. Justification

CalEPA's investment in technology projects is accelerating. The growth trend transcends the spike in technology projects seen by the entire state during the COVID-19 pandemic (see Table 1). During the pandemic, every agency was impacted by an exigent need to rapidly implement projects related to the social and economic effects of working remotely and protecting the safety of Californians. While the total number of open projects has returned to capacity levels, the total number of projects requested within the Agency and across the BDOs each year is growing. California leads the nation in progressive environmental policies. As the Legislature continues to respond to intensifying natural events like wildfires and the impacts of climate change, the number of requests to implement technology in response to environmental legislation will continue to grow.

Project Portfolio Oversight, Project Planning, and Portfolio Management Tools

As discussed in Section "B" above, CalEPA has a clear and documented mandate to oversee all delegated technology projects within the combined Agency and BDO portfolio. While the total number of projects requested each year has increased by 600 percent, the number of CalEPA resources available to provide oversight services (1.0 PYs) remains insufficient for even the number of open delegated projects (see Table 1) in the portfolio. Required activities for independent project oversight are defined in CDT's "IT Project Oversight Framework" (SIMM Section 45). The oversight framework includes assessments of each project's overall complexity and regular assessments of each project's level of risk. Effective oversight includes a frequent review of project artifacts like plans, risk and issue logs, status reports, and deliverable acceptance documentation. In response to project risks and issues, oversight resources review corrective action plans and provide recommendations and analysis to project teams and executive sponsors.

CalEPA is generally responsible for delegated projects with lower complexity oversight than those with CDT oversight. However, the primary purpose and responsibilities involved with performing oversight of delegated projects must align with the practices defined in SIMM 45, and CalEPA is "responsible for establishing the required project management and oversight activities and functions defined in the IT Project Oversight Framework" (see SAM 4819.36). CalEPA needs additional positions to properly oversee the existing delegated projects in the combined CalEPA and BDO portfolio. Given the growing trend in annual project requests, the total positions required to provide oversight of delegated projects will continue to increase.

CalEPA's responsibility extends beyond approving and providing oversight to delegated projects. CalEPA reviews and approves all PAL project proposals before submitting them to CDT. CalEPA PMO has little capacity to analyze new PAL proposals for evaluation, selection, and prioritization in line with strategic objectives. The two CalEPA PMO resources are dedicated to oversight (as a fraction of their duties; about 1.0 PY total), the direct management of agency projects (about 0.75 PY), and managing and directing CalEPA PMO (about 0.25 PY). CalEPA must also provide project management assistance and guidance to the BDOS. The development and completion of PAL deliverables require a significant workload (see Table 2). For example, the CERS NextGen project is currently working through the completion of PAL Stage 3. CalEPA has engaged consultants to assist with developing PAL deliverables and planning the CERS NextGen project. The consulting resources engaged for the CERS NextGen PAL effort are the equivalent of one PY. Depending on the size and complexity of the project, not all projects are approved for funding to engage consultants for project planning. Some BDOs do not have sufficient PMO resources to complete their PAL deliverables. As shown in "Table 3" above, not all BDOs have PMO resources of their own. The resources available within BDOs are limited to rank-and-file classifications that are wholly engaged in managing existing BDO projects. Unless CDT approves an exemption, all BDO projects, including those with delegated oversight, must complete all PAL deliverables.

As a component of oversight, CalEPA is responsible for developing and promoting project portfolio management maturity within the Agency. CalEPA is in between a "Level 1" and a "Level 2" on the Gartner Maturity model (see table 4). CalEPA needs to increase its technology rating to Level 2 by using dedicated PPM toolsets. CalEPA needs to progress to a "Level 3" organization in how it solicits and applies feedback on its PPM performance. Finally, CalEPA needs to improve its PPM maturity rating by tracking the portfolio's performance against strategic objectives. CalEPA struggles with developing strategic PPM objectives while providing oversight services with insufficient resources.

Two (2) Information Technology Specialist II positions:

In response to the documented growth of the combined Agency and BDO project portfolio and to fulfill oversight mandates in the SAM, SIMM, and Government Code, CalEPA requests two (2) permanent civil service positions, funded at the ITSII level, to offer expert-advisory level services to CalEPA and the BDOs. Primarily, these positions will provide oversight support for the agency's delegated projects by establishing and implementing the required project management and oversight activities and functions defined in SIMM 45. Additionally, these positions will be responsible for reviewing PAL proposals (Stage 1 Business Analysis deliverables) and providing assistance, guidance, and project planning services to the BDOs where planning resources are not available. These positions will develop, implement, and maintain a project intake and selection process that ensures all new agency-level projects are aligned with SAM and SIMM requirements, CalEPA strategy, data governance, and other enterprise architectural standards. Additionally, these positions will develop PPM-related strategic objectives and monitor the portfolio to ensure performance is measured against PPM and agency strategic objectives.

Best-of-breed PPM Software tools

To fulfill oversight mandates in the SAM, SIMM, and Government Code and promote alignment with strategic objective 4.1 (see Section "C" above), CalEPA requests $300,000 to procure best-of-breed PPM software tools. By implementing PPM software and promoting the adoption of the same software tools across the BDOs, CalEPA will facilitate the abilities of BDOs to leveraged pooled resources and contracts.

Collective Justification

In addition to the technical justifications, CalEPA has set strategic objectives to build high-performing teams and improve the recruitment and retention of a diverse workforce. The

recruitment of new, long-term employees will build knowledge, expertise, strategies, and experience in IT projects that will allow CalEPA and the BDOS to improve project management maturity and develop consistency in the application of standards frameworks and best practices to technology projects.

E. Outcomes and Accountability

Among the specific outcomes and benefits of implementing this proposal, CalEPA will begin the improvement of its project management maturity against the Gartner PPM Maturity Model. As discussed in Section "C," CalEPA has relatively low PPM maturity ratings.

Portfolio Management

Acquiring and using PPM tools will allow CalEPA to improve its PPM maturity in leveraging PPM-Enabling Technology (See Table 4). CalEPA will become a true "Level 2" PPM organization by adding dedicated PPM software tools to its already regular reporting of defined metrics. Using the PPM tools, CalEPA will begin automating status reporting and metrics using data-driven dashboards to update stakeholders.

By onboarding additional expert-level PMO resources, CalEPA will also begin to advance to PPM maturity "Level 3" in the way it manages its PPM mandate and how it engages stakeholders in monitoring PMO's overall performance in PPM activities. Within a year of initiating this proposal, CalEPA will begin initiatives to develop and implement policies and processes to achieve this improvement.

F. Analysis of All Feasible Alternatives

Alternative 1: Approve 2.0 positions and PPM tools with Reimbursement funding

Approve 2.0 positions and $1.3 million in 2023-24 and $1.0 million annually thereafter from the Reimbursement fund to allow CalEPA to achieve its strategic objectives, align with Vision 2023 and effectively execute its mandated oversight responsibilities.

- Pros
    - This alternative provides funding and resources to provide mandated oversight services on delegated technology projects.
    - Improves the CalEPA PPM Maturity level by providing dedicated PPM tools.
    - Facilitates the achievement of CalEPA strategic objectives.
    - Promotes the standardization of processes and technology across the agency and the BDOs.
- Cons
    - This alternative uses funding that would otherwise support operational programs across the BDOs, providing compliance and enforcement services.

Alternative 2: Approve 8.0 positions and PPM tools with Reimbursement funding

Approve 8.0 positions and $1.7 million in 2023-24 and $1.4 million annually thereafter from the Reimbursement fund to allow CalEPA to achieve its strategic objectives, align with Vision 2023 and effectively execute its mandated oversight responsibilities.

- Pros
    - This alternative provides funding and resources to provide mandated oversight services on delegated technology projects.
    - Improves the CalEPA PPM Maturity level by providing dedicated PPM tools.

- o Facilitates the achievement of CalEPA strategic objectives.

- o Promotes the standardization of processes and technology across the agency and the BDOs.

- o This alternative does not require redirecting funds from BDO programs providing compliance and enforcement services.

- o Includes specialized civil service positions for Independent Verification and Validation, Organizational Change Management, and IT Governance.

- Cons

- o This alternative uses funding that would otherwise be used to support operational programs across the BDOs, providing compliance and enforcement services.

Alternative 3: Status Quo. Direct CalEPA to continue to manage the portfolio within existing resources

Deny the request for funding and positions. Rejection of this request will direct the CalEPA to continue to provide oversight using existing resources for delegated projects as mandated by SAM, SIMM, and Government Code.

- Pros

- o This alternative does not require any additional funds or resources.

- o This alternative does not require redirecting funds from BDO programs providing compliance and enforcement services.

- Cons

- o Denial of this request will prevent CalEPA from improving its PPM maturity levels.

- o This alternative prevents CalEPA from providing mandated oversight services for open projects in the combined agency and BDO portfolio.

- o Provides no Project Portfolio Management software tools.

- o Reduces CalEPA's ability to achieve strategic objectives to leverage pooled investments and standardize processes and technologies across the enterprise.

G. Implementation Plan

The proposed implementation plan is as follows:

Year	Activity	Details
2023	Funding Proposal	1. Prepare business case and justification for proposal 2. Request Budget augmentation
2024	Assessment and Strategy	3. Recruit the approved positions 4. Continue project oversight activities 5. Implement Portfolio Management Software tools

H. Supplemental Information

N/A

Analysis of Problem

I. Recommendation

Approve this proposal as requested (Alternative 1). Approve $1.3 million in 2023-24 and $1.0 million annually thereafter from the CalEPA Reimbursements account, and 2.0 PYs to manage the planning and delivery of CalEPA's growing technology project portfolio, develop and promote standardization of processes and technology, drive CalEPA's delivery and use of technology towards constant improvements, provide oversight of the agency's delegated projects, and procure Project Portfolio Management (PPM) tools.

BCP Fiscal Detail Sheet

BCP Title: Project Management Office and IT Governance Positions

BR Name: 0555-002-BCP-2023-GB

Budget Request Summary

Personal Services

Personal Services	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
Positions - Permanent	0.0	2.0	2.0	2.0	2.0	2.0
Total Positions	**0.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**
Earnings - Permanent	0	225	225	225	225	225
Total Salaries and Wages	**$0**	**$225**	**$225**	**$225**	**$225**	**$225**
Total Staff Benefits	0	149	149	149	149	149
Total Personal Services	**$0**	**$374**	**$374**	**$374**	**$374**	**$374**

Operating Expenses and Equipment

Operating Expenses and Equipment	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
5301 - General Expense	0	104	104	104	104	104
5302 - Printing	0	2	2	2	2	2
5304 - Communications	0	4	4	4	4	4
5320 - Travel: In-State	0	8	8	8	8	8
5322 - Training	0	2	2	2	2	2
5324 - Facilities Operation	0	20	20	20	20	20
5346 - Information Technology	0	476	476	476	476	476
5368 - Non-Capital Asset Purchases - Equipment	0	300	0	0	0	0
539X - Other	0	10	10	10	10	10
Total Operating Expenses and Equipment	**$0**	**$926**	**$626**	**$626**	**$626**	**$626**

Total Budget Request

Total Budget Request	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
Total Budget Request	**$0**	**$1,300**	**$1,000**	**$1,000**	**$1,000**	**$1,000**

Fund Summary

Fund Source

Fund Source	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
0995 - Reimbursements	0	1,300	1,000	1,000	1,000	1,000
Total State Operations Expenditures	**$0**	**$1,300**	**$1,000**	**$1,000**	**$1,000**	**$1,000**
Total All Funds	**$0**	**$1,300**	**$1,000**	**$1,000**	**$1,000**	**$1,000**

Program Summary

Program Funding

Program Funding	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
0340 - Support	0	1,300	1,000	1,000	1,000	1,000
Total All Programs	**$0**	**$1,300**	**$1,000**	**$1,000**	**$1,000**	**$1,000**

Personal Services Details

Positions

Positions	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
1414 - Info Tech Spec II (Eff. 07-01-2023)	0.0	2.0	2.0	2.0	2.0	2.0
Total Positions	**0.0**	**2.0**	**2.0**	**2.0**	**2.0**	**2.0**

Salaries and Wages

Salaries and Wages	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
1414 - Info Tech Spec II (Eff. 07-01-2023)	0	225	225	225	225	225
Total Salaries and Wages	**$0**	**$225**	**$225**	**$225**	**$225**	**$225**

Staff Benefits

Staff Benefits	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
5150350 - Health Insurance	0	66	66	66	66	66
5150500 - OASDI	0	17	17	17	17	17
5150600 - Retirement - General	0	66	66	66	66	66
Total Staff Benefits	**$0**	**$149**	**$149**	**$149**	**$149**	**$149**

Total Personal Services

Total Personal Services	FY23 Current Year	FY23 Budget Year	FY23 BY+1	FY23 BY+2	FY23 BY+3	FY23 BY+4
Total Personal Services	**$0**	**$374**	**$374**	**$374**	**$374**	**$374**