State of California

Department of Resources

Recycling and Recovery

(CalRecycle)

Special Project Report

CalRecycle Integrated Information System

CRIIS

Project # 3970-021

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3.0 Proposed Project Change

3.1 Project Background/Summary

CalRecycle is at the forefront of facilitating the State's vision of a circular economy. The California Department of Resources Recycling and Recovery (CalRecycle) is building an enterprise-wide system through the CalRecycle Integrated Information System (CRIIS) project to enable us to realize the vision of managing our part of a circular economy. The Department continues to see ever-increasing growth of its responsibilities around materials, businesses, and consumers. CalRecycle is developing an enterprise solution to consolidate thirty-one siloed recyclable material and waste management systems into a single solution that is scalable for future materials, program growth and meets the needs of CalRecycle.

The CRIIS enterprise system will create a significantly streamlined user experience, increasing efficiency for both the participants and staff, creating a single system of record for all recyclable materials. CRIIS will provide a uniform look and feel across all program areas for a better user experience. It will increase compliance tracking, ensuring all processes adhere to regulatory requirements and increase security. CRIIS will centralize the storage and the management of documents for easy access and retrieval. Centralizing data will create consistency and increase accuracy. CRIIS will provide comprehensive reporting tools and analytics to monitor performance and outcomes. Automating routine tasks to improve efficiency and reduce manual errors will create efficiencies for our stakeholders and staff lowering the total cost of ownership.

Below are the initial opportunities to have a centralized system to process these applications. The 31 applications and businesses processes will utilize one or more of the specified sub- processes.

1. Entity Management
2. Product Management
3. Site Visits
4. Grants, Loans and Payment Programs
5. Communications
6. Data Analysis
7. Financials (accounts payable / accounts receivable)
8. Compliance
9. Data Submission
10. Training Classes and Events
11. GIS Mapping

The benefits of the enterprise CRIIS solution are:

1. Easy to Use, One-Stop Shop for all participants
2. Standardization
3. Improve Customer Experience
4. Ensure CalRecycle is Prepared for Growth
5. Enhanced Security
6. Eliminate Duplication
7. Reduce Fraud
8. Enhance scalability and extensibility for new legislative mandates

The CRIIS solution will leverage Salesforce (Salesforce Public Sector Solutions – (PSS)) as the primary SaaS platform integrated with Workday to support the financial functionality required

above.

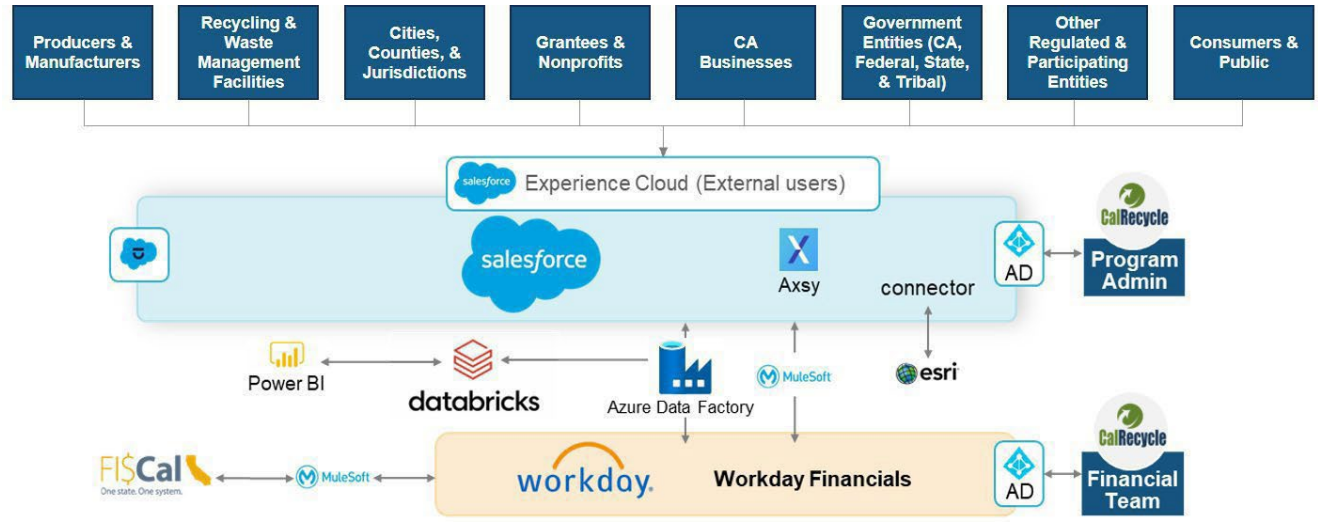
The CRIIS solution includes integration between Salesforce, Workday, MuleSoft, and Microsoft Azure. This will enable program staff to interact with the program participants that make up the circular economy and manage the recycling programs to use the Salesforce platform. External users will use the same system, accessing CRIIS via the Salesforce Experience Cloud portal.

Financial department staff will use Workday to manage the chart of accounts, general ledger, payables, receivables, and other financial processes. MuleSoft is used to provide data and business process integration between Salesforce and Workday. Recycling data submitted by third-party program participants using the Salesforce Experience Cloud portal will be stored in Salesforce or Workday appropriately for review and approval by CalRecycle program staff.

The integration between Salesforce and Workday will process the data and then create journal entries to record payables or receivables. Automation in Workday will process these entries and create invoices or checks to be paid. The MuleSoft Anypoint cloud platform will automate the movement of data between Salesforce and Workday so that as finance department staff perform their work in Workday. The outcomes of financial business processes will be reflected in Salesforce. Program staff and the submitting third party Program participants will use Salesforce to view the financial data in the Salesforce presentation layer. This eliminates the need for CalRecycle Program staff to log into two systems to check the status of financial transactions.

The figure below shows the solution context with Salesforce, Workday, MS Azure and MuleSoft providing cloud-hosted systems and their integration. The figure also shows supporting cloud-hosted services for: backup, recovery, and archive, DevOps and deployment, and malware protection.

Figure 3.1-1 - CRIIS Solution



3.2 Project Status

In June 2024, CalRecycle achieved Stage 4 approval for the CRIIS project and subsequently

contracted with vendors to provide implementation support and oversight services in addition to the OCM vendor, which was onboarded in October 2023. Since then, CalRecycle and its vendors have successfully completed project initiation, planning and are currently in the phase 1 Discovery and Design. Below are the status tables that cover project milestones, licensing procurement, training, expenditures, and support contracts.

Major Milestones Completed/In-Progress

Milestone	Date of Completion	Status
PAL Stage 4	06/25/2024	Completed
Phase 0- Planning	11/05/2024	Completed
Phase 1- Implementation	In-Progress	7% Complete
Phase 1 Go-Live	10/31/2025	Not Started
Phase 2 Go-Live	2/27/2026	Not Started
Phase 3 Go-Live	5/29/2026	Not Started
All Software Licenses Procured	9/25/2024	Completed
Sub-contractor Approved to start	10/05/2024	Completed
Independent project oversight Report - October	11/16/2024	Completed
Salesforce 1 day training for IT services	10/31/2024	Completed
MuleSoft 5-day training for IT Services	11/8/2024	Completed
Workday Half-day training	10/22/2024	Completed
Master Project Schedule	10/15/2024	Completed

The following Licenses have been procured in FY 2024/25:

Technology	Type of License	Cost of Licenses	Total Cost
Salesforce	Development	402,432.55	402,432.55
Workday	Development	127,189.00	127,189.00
MuleSoft	Development	571,144.86	571,144.86

Technology	Type of License	Cost of Licenses	Total Cost
Copado	Development	53,763.48	53,763.48
OwnBack	Development	62,343.30	62,343.30
DigiCert	Development	3161.28	3161.28
AppOmni	Development	1176.06	1176.06
EzProtect	Development	3789.47	3789.47

Trainings Scheduled/In Progress

Technology	Training Scheduled (Yes/No)	Duration of Training	Total Cost
Salesforce	Yes	Ongoing	0.00
Workday	Yes	Ongoing Credits	26,470.00

Expenditures to date:

Reporting Period: November 2024			
	S4 Approved One-time Project Costs	**Cumulative Actual Cost ($)**	**Comments**
IT Project Costs (One-Time)			
Staff (Salaries & Benefits)	$17,511,607	$603,297	Cumulative labor report till October 2024.

Reporting Period: November 2024			
	S4 Approved One-time Project Costs	**Cumulative Actual Cost ($)**	**Comments**
Staff OE&E Rollup (Gen. Exp.; Printing, Comm.; Postage; Ins.; Travel – In/Out of State; Training; Fac. Ops.; Utilities)	$1,577,045	$65,613	Cumulative labor report till October 2024.
Consulting & Prof. Services: External			
SI Vendor- Accenture	$50,944,451	$760,436	Cumulative invoices up until November, 2024
IV&V Vendor- Acuity	$875,000	$69,000	Cumulative invoices up until November, 2024
Ent. PM/BA- Crowe	$1,500,000	$78,935	Cumulative invoices up until November 2024.
OCM- Crowe	$1,243,937	$270,890	Cumulative invoices up until November, 2024

Software Licensing Fees- ESRI ArcGIS	$61,048		
Solution Licensing	$8,444,612	$1,225,000	Cumulative invoices up until November 2024
Electronic Signature Software	$90,000		
Consulting & Prof. Services: Interdepartmental			
CDT-IPO and STP	$1,255,172	$83,246	Cumulative invoices up until November 2024 .
Consolidated Data Centers			
Information Technology			

Reporting Period: November 2024			
	S4 Approved One-time Project Costs	**Cumulative Actual Cost ($)**	**Comments**
Training and Certification (CalRecycle Staff training for Solution platform	$150,000	$38,829	5-day MuleSoft Training completed.
Misc. OE&E Rollup (Dept. Services; Central Admin. Services; Office Equip.; Other; Unclassified/Special Adjustment; Local Assistance	$113,625		
Total IT Project Costs (One-Time):	$83,766,497	$5,124,947	This total includes PAL costs.

Active Support Contracts

Contract Type	Contract Term	Contract Amount	Amount Expended ($)	Amount Expended %
SI Vendor- Accenture	6/28/2024- 6/27/2027	$50,944,451	$618,000	1.21%
Enterprise PM/BA – Crowe LLP	6/24/2024-6/23/2028	$1,500,000	$33,745	2%

OCM – Crowe LLP	10/02/2023-10/1/2026	$1,243,937	$323,213	24.93%
IV&V Services - Acuity	6/25/2024-6/24/2027	$875,000	$48,300	5.6%

3.3 Proposed Project Change

The winning proposal suggested that the project would be completed in 26 months and 13 days, starting from the contract signing date of June 28, 2024. This represented a significant difference from the anticipated 36-month duration at the completion of PAL Stage 4. Since the contract signing date, CalRecycle program staff and the solution integrator have completed over 13 of 15 sessions of discovery and validation, instilling confidence in both the vendor and CalRecycle that the project can be completed within the proposed timeline. The project timeline will be tracked on the SI and master project schedules including all CalRecycle resources in the master schedule. This change will be measured through existing approved CRIIS project management plans, processes, and procedures. As documented in the attached approved CRIIS project change request, there will be no changes to scope. All project goals remain the same. Consequently, CalRecycle is proposing to adjust the originally proposed project schedule of 36 months to align with the Solution Integrator's current schedule, which aims to complete the project on September 8, 2026 (26 months and 13 days).

3.4 Reason for Proposed Change

The current project pace and SI vendor's project plan (schedule), propose completion of the project in 26 months and 13 days, instead of 36 months. Listed below are additional supporting reasons why CalRecycle is seeking to update the project schedule through the Special Project Report process:

- The SI vendor (Accenture) has completed 11 of 15 sessions of planned discovery with no impacts on their overall schedule. The OCM team surveyed CalRecycle senior program managers and SME's confirming the requirements listed in the solicitation match what the requirements program staff are reporting to meet their business needs.
- During the RFI process 8 organizations responded and they all provided an average time frame of 24-36 months for completion of the project.
- After the award of the contract, CalRecycle IT Services hosted a CalRecycle all-staff Town Hall to introduce the vendors chosen to deliver the solution. The survey's feedback confirmed that the appetite and commitment to change to the new solution is exceedingly high.
- Participation in the discovery sessions is between 95-100% and all programs are coming prepared with their As-Is and To-Be requirements.
- The SI vendor contract and other three ancillary contracts are deliverables based, which is a motivation for vendors to deliver the solution on time, with no delays.
- Delivering the project sooner will help reduce project fatigue across all CalRecycle.
- Delivering the project sooner will save the state budget dollars as increases in efficiency means less need to increase program staff to attain program goals and objectives.
- Delivering the project sooner means our participants gain efficiencies in reporting and receiving compensation.

3.4.1 Accessibility

Accessibility requirements were part of the requirements gathered for soliciting the technical solution for the CRIIS Project.

3.4.2 Impact of Proposed Change on the Project

- **Programmatic Benefits**: With the mission and vision of achieving a circular economy, the California Legislature has passed and continues to pass several new laws every year for CalRecycle to implement. In the fiscal year 2022-23, there were 14 statutes assigned to CalRecycle and 7 (50%) required IT development. For example, the shortened project timeline will enable CalRecycle covered electronic waste program (CEWIS) to meet the new legislative mandate in Senate Bill (SB) 1215 Covered Battery-Embedded Products. SB 1215 mandates program implementation by April 2026, which will be incorporated into CRIIS. The current SI project schedule includes delivery of phase 1 to production operation in November 2025. This will enable CalRecycle to implement this statutory functionality in CRIIS. A longer schedule would force CalRecycle to implement the solution both in the legacy environment (CEWIS) and the CRIIS solution, doubling the workload to IT and programming.
- **Revenue Generation**: The CRIIS enterprise solution will increase the efficiencies and accuracy compared to 31 disparate applications. CalRecycle anticipates efficiency gains for CalRecycle, and both its public and private partners compared to prior years. Recyclers and big box stores will no longer be required to go to separate systems to report tires, batteries, bottles/ cans and used oil.
- **Security**: The SPR change will not impact any security on the proposed SaaS solution.

- **Cost Avoidance:**
  - **Existing Contracts**: The current DORIIS M&O contract can be concluded in May 2026 should the current CRIIS schedule as part of this SPR be supported. Should the SPR not be approved, the next year of the DORIIS M&O contract will be required, increasing costs for CalRecycle by approximately $1.83 million.
  - **Decommission existing applications:** By decommissioning the current existing 31 applications, CalRecycle will save on software licensing cost for .Net applications and Oracle hardware/software support in the amount of $400,000 should this SPR be approved.
  - **Independent Project Oversight Cost:** $170K Cost avoidance by reducing project time from 36 months to 26 months and 13 days.

- **Cost Savings:**
  - **New applications**: CalRecycle won't be creating new siloed applications should a new legislative mandate come because the CRIIS system will be scalable and extensible for new statutory requirements.
  - **Duplicate Efforts**: All legislative mandates will be created in the legacy applications first and then migrated to the CRIIS solution which is a duplicate effort to meet regulatory deadlines.

3.4.3 Feasible Alternatives Considered

The alternative to consideration for the proposed change is to keep the timeline at 36 months. The impacts of that choice are:

1. Duplication of effort to meet programmatic needs of the Covered Electronic waste program under SB1215 by creating it in a .Net application first and then migrating it to the CRIIS solution

3.4.4 Implementation Plan

The details of the implementation plan can be found on the CRIIS Project Implementation site:

CRIIS%20DDEL%201 g%20-%
20Implement

4.0 Updated Project Management Plan

The link to updated Project Management Plan: CRIIS SI Work Plan 11-20.pdf

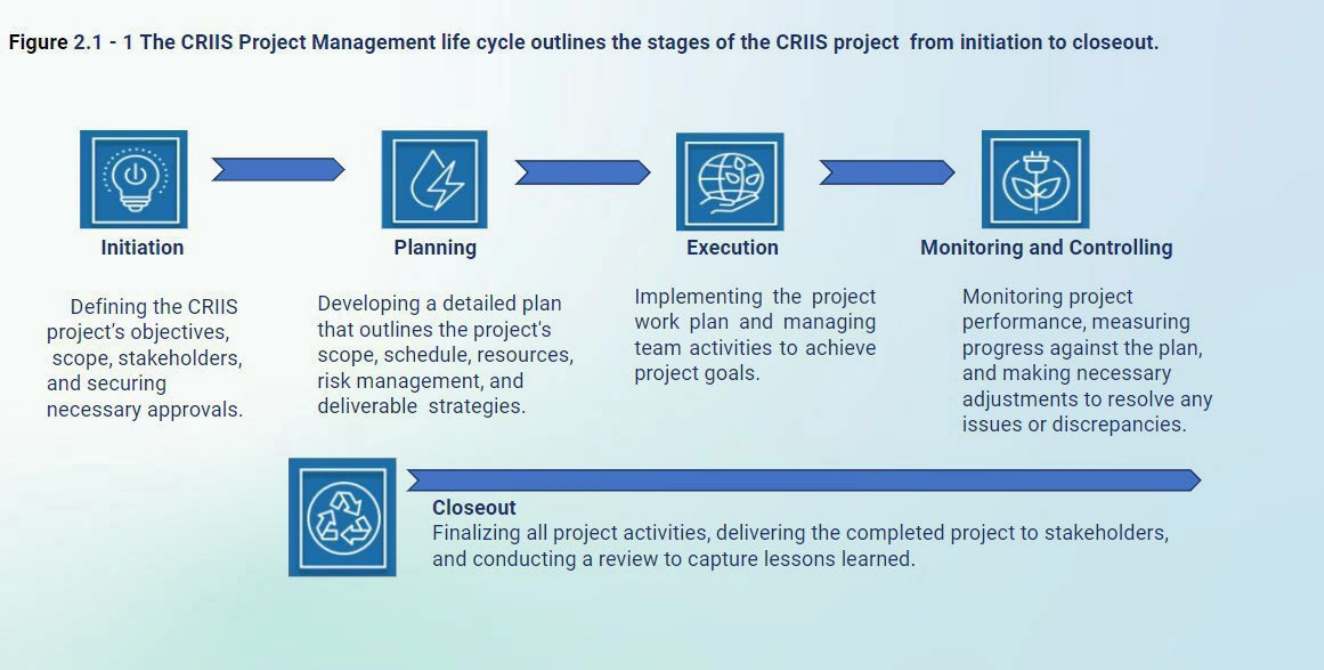
4.1 Project Management Methodology

The project management approach is to collaboratively manage the project with the CalRecycle project management team through the defined processes within this Project Management Plan.

The project management approach's main goal is to maintain strict adherence to scope, schedule, and cost by proactively managing and monitoring project activities, including risks and issues. This includes effectively handling scope changes through requirements management and change management processes. Monitoring project activities through defined quality processes allows early corrective action when deviations arise. Additionally, timely, accurate, and appropriate status reporting and communication verifies that the project team, sponsors, and partners stay informed of project progress as related to scope, schedule, and cost.

The project management approach also refers to the strategies and methodologies used to manage the CRIIS project within the project life cycle. The project life cycle outlines the stages the CRIIS project will go through from initiation to closeout.

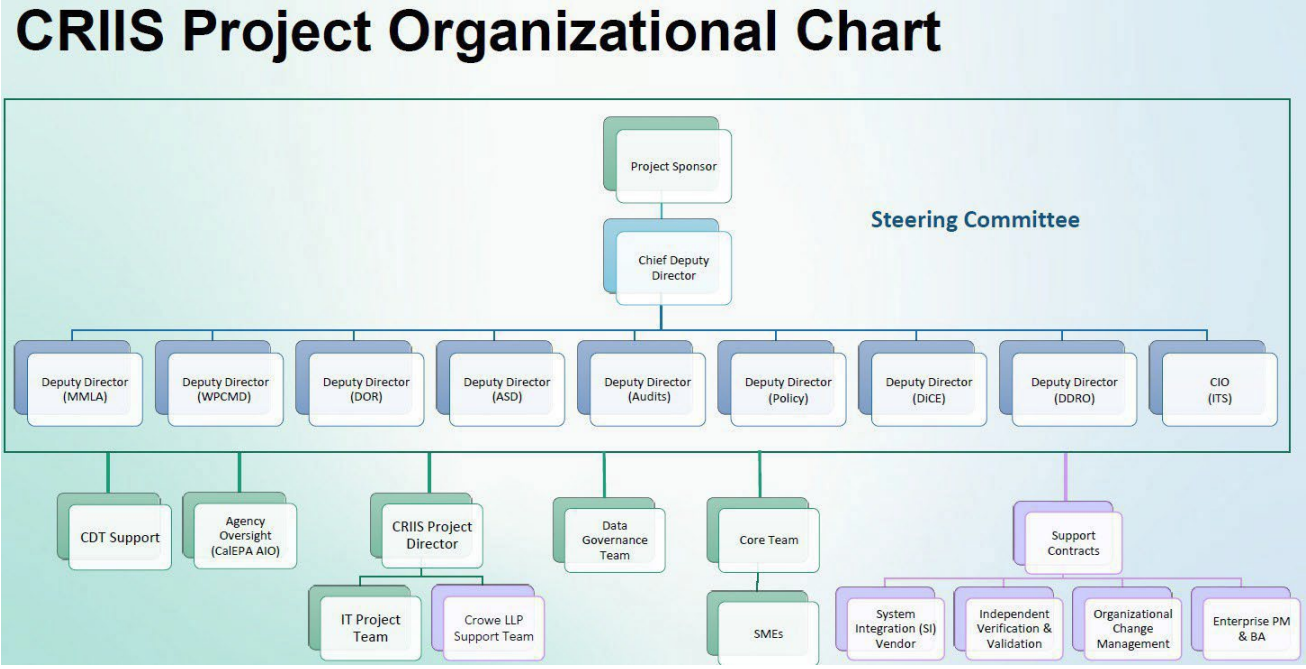
Figure 4.1 - 1 – Project Management Life Cycle



4.2 Project Organization

The organization chart below documents the project's relationships and command hierarchy based on the current roles defined in Section 3. Please refer to the CRIIS Governance Management Plan for additional details.

Figure 4.2-1 - CRIIS Project Organization Chart



A. Roles, High-Level Responsibilities, and Resource Assignments

This section identifies project roles, the high-level responsibilities for each role, and the resource(s) assigned to the role. Note that individual project plans will provide additional responsibilities for each role that pertains to the plan topic. Additionally, named resource(s) assigned to each role are maintained and that a resource can be assigned to more than one role. Roles that are currently empty are also identified with To Be Determined (TBD) or simply with the title.

1. Executive Sponsors

Executive sponsors have overall accountability for the project. The table below outlines the executive sponsor roles for the CRIIS project.

Table 4.2-1 – Executive Sponsors

Role	Key High-Level Responsibilities	Name

Role	Key High-Level Responsibilities	Name
Project Sponsor	Provide overall vision, leadership, and strategic direction for the project Ensures project is aligned with organization strategy, goals, and objectives Oversees delivery of project value Ensure the project is sufficiently funded and resourced Has the final say on project decisions Liaison to external stakeholders Chairs the Steering Committee Provides resolution for issues that are beyond the steering committee's ability to resolve	Zoey Heller, Director Project Sponsor, CalRecycle
IT Sponsor	Responsible for monitoring alignment of project approach and direction with the overall CalEPA/CalRecycle Technology Strategy. Supports Solution integration with IT operations and infrastructure Delegates and assigns Industry Standards and Technology Organization (ISTO) subject matter experts for technical solution requirements.	Mark Eubanks, Chief Information Officer (CIO) CalRecycle

2. Oversight and Critical Partners

Critical partners help ensure IT projects are planned and implemented in a manner that aligns with State guidelines and standards. During the CA Project Approval Lifecycle (PAL) planning stages, they provide advice and guidelines to project managers and conduct detailed reviews at each stage gate of the PAL process. During the project (implementation) stage, they provide oversight, monitoring the project to ensure it is managed to scope, schedule, and budget thresholds.

Independent Verification and Validation (IV&V) are independent entities that conduct unbiased reviews of the project's products and deliverables, verifying the products and deliverables comply with stated requirements.

Table 4.2-2 – Oversight and Critical Partners

Role	Key High-Level Responsibilities	Name/Title
California Department of Technology (CDT) Critical Partners		

Role	Key High-Level Responsibilities	Name/Title
Statewide Project Approval Oversight (PAO)	Provides guidance and direction regarding State's Project Approval Lifecycle (PAL) process to ensure conformity to the PAL process. Reviews and approves CA Project Approval Lifecycle (PAL) artifacts. Provide independent project oversight during project execution. Providing a monthly Independent Project Oversight Report (IPOR) during project execution.	Harpreet Kathyal, Project Approval and Oversight (PAO) Manager Office of Statewide Project Delivery (OSPD), CDT Eric Aguilar, Project Approval and Oversight (PAO) Manager Office of Statewide Project Delivery (OSPD), CDT
Statewide Technology Procurement (STP)	Oversees, reviews, and approves procurement documents. Provides guidance and direction regarding State procurement documents and process to ensure consistency and continuity throughout the entire procurement process and conformity to State procurement policies, standards, rules, and regulations. Develops general content related to State specific administrative and contract language for procurement documents	Kerry Jones, CDT, Office of Statewide Project Delivery (OSPD), Statewide Technology Procurement (STP) Nichole Gutierrez, CDT, Office of Statewide Project Delivery (OSPD), Statewide Technology Procurement (STP)
Other California Departments and Agencies		
California Department of Finance (DOF)	Ensure the project's financial needs and resources are adequately identified and planned Ensure project follows required financial standards and regulations	Chase Rollings, Information Technology Consulting Unit, DOF
California Legislative Analyst's Office (LAO)	Ensure recycling and diversion reporting meets the needs of the legislature	TBD
External Oversight		

Role	Key High-Level Responsibilities	Name/Title
Independent Verification and Validation (IV&V)	Provide independent assessment of work products and progress to verify and validate compliance with stated requirements	Alan Messamore, Acuity Technical Solutions

3. Governing Bodies

CalRecycle with guidance with CDT have defined 2 committees:

Advisory Committee – Committees made up of members who provide opinions to project sponsors and leadership based on their area of expertise. Their input and advice are used to inform project assumptions, constraints, risks, scope, impacts, and requirements. Members are not authorized to act for or make decisions on behalf of the project.

Steering Committee – This decision-making committee is made up of executive stakeholders who provide strategic guidance to the project sponsors and project leadership.

CRIIS Data Governance Board (CDGB) – This decision-making board is made up of data-related stakeholders who provide data management-related guidance and processes to all CRIIS stakeholders.

The table below details the roles and responsibilities for each of the committees.

Table 4.2-3 – Governing Bodies

Role	Key High-Level Responsibilities	Name

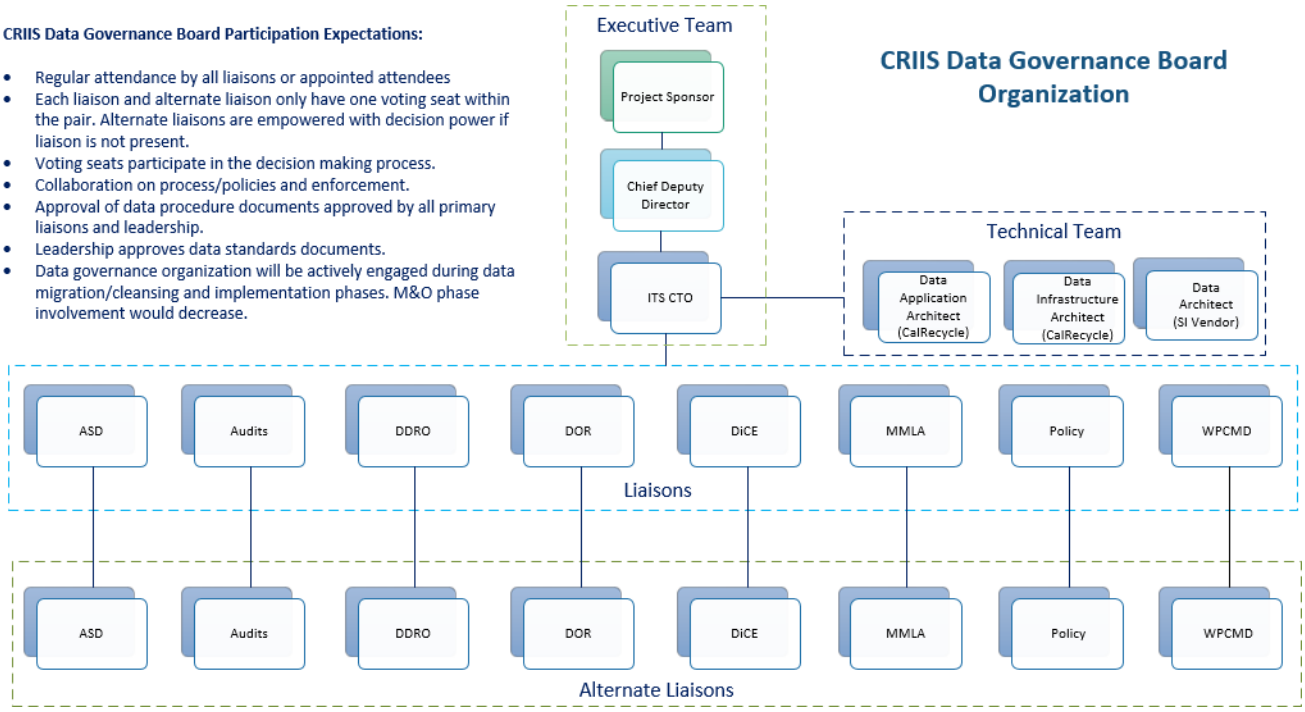
Role	Key High-Level Responsibilities	Name
Steering Committee	• Ensure project alignment with business priorities • Provide strategic guidance and executive decision-making pertaining to project scope, cost, and schedule • Provide support, advocacy, and enablement for the project • Review and approve business case, project charter, project budget, and governance documents • Clarify decisions too large for the project team • Acts as an escalation point for issues that are beyond the project manager or project director's control • Accenture will act as a participant in the Steering Committee and won't have voting rights.	Voting Members • Zoe Heller, Director, Project Sponsor, CalRecycle • Mindy McIntyre, Chief Deputy Director, CalRecycle • Brandy Hunt, Deputy Director, Administrative Services Division (ASD) • Amy Cameron, Deputy Director, Division of Recycling (DOR) • Cara Morgan, Deputy Director, Materials Management and Local Assistance Division (MMLA) • Mark DeBie, Deputy Director, Waste Permitting and Mitigation Division (WPCMD) • Jennifer Hogan, Deputy Director, Disaster Debris Recovery Operations (within Executive Offices) • Kevin Campbell, Deputy Director, Audits Office • Clara Vazeix, Deputy Director, Policy Development & Analysis Office • Mark Eubanks, CalRecycle CIO • Michelle Martin, Deputy Director, Division of Circular Economy (DICE)

Role	Key High-Level Responsibilities	Name
External Stakeholder Advisory Committee	• Provide feedback on project direction and requirements from a public user perspective	For External Stakeholders refer to the Stakeholder tab in the following file:  CRIIS%20Project%20SME%20List.xlsx • **Recycling Industries** (RCs, processors, curbside operators, collection programs, special programs) • **Beverage Industry** (Bev manufacturers, distributors) • **Retailers, Distributors, and Manufacturers** (dealers/ retailers, importers, wholesalers) • **Local Governments** (cities, counties, other governing entities, and municipalities) • **Container Manufacturing Industries** (PL, AL, GL container makers) • **Other Industries** (makers & recyclers of materials such as auto oil, tires, electronic display devices, carpet, etc.) • **Citizens** (Bev container consumers and redeemers – not directly involved)

Role	Key High-Level Responsibilities	Name
Business Owners	• Has ownership of designated business process functions, owns operational delivery of the functions in CRIIS scope • Has expertise, knowledge, and authority to approve operational policy and process changes • Support product innovation and improvement to business processes • Partner with fellow business owners to approve decisions on operational and business process and policy changes • Remove obstacles within span of control that could impact the success of the project. • Unite and sponsor project decisions • Assist with the development and delivery of communication related to future state processes and change impacts • Provide SMEs and Core Team Members with operational expertise to participate in project activities • Facilitate the creation and monitoring of Key Performance Indicators (KPIs) to support the sustained success of the process • Support Organizational Change Management (OCM) efforts related to CRIIS	**Audits** • Josephine Urban, Branch Chief, Audits Office **Division of Recycling (DOR)** • Jennifer Akins, Branch Chief, DOR, Recycling Program Certification and Registration Branch • Patina Chacon, Branch Chief, DOR, Recycling Program Enforcement • Monica Torres, Branch Chief, DOR, Recycling Program Financial Analysis & Policy Development Branch • Florrie Matsueda, Manager, DOR, Recycling Program Certification & Registration Branch (Industry Services Division) • TBD, Supervisor, DOR, Recycling Program Certification & Registration Branch (Certification, Assistance & Review Section) • David Onomoto, Branch Chief, Recycling Program Technical Assistance & Compliance Branch **Administrative Services Branch (ASD)** • Yogeeta Sharma, Branch Manager, ASD, Fiscal Services Branch • Desiree Scott, Branch Manager, ASD, Human Resources Branch **Materials Management & Local Assistance (MMLA)** • Ana-Maria Stoian-Chu, Branch Manager, MMLA, E-Waste Branch • TBD, Branch Chief, MMLA, Local Assistance & Market Development Branch • Paulina Lawrence, Branch Chief, MMLA, Permitting and Assistance Branch **Waste Permitting, Compliance & Mitigation (WPCMD)** • Kim Sellards, Branch Chief, WPCMD, Waste Evaluation and Enforcement

Role	Key High-Level Responsibilities	Name
CRIIS Data Governance Board (CDGB)	• Ensures project alignment with CRIIS data quality, security, and compatibility needs. • Provide strategic guidance and executive decision-making about data management processes. • Provide support, advocacy, and enablement for business areas regarding their business-specific data. • Review and approve data-related processes and exceptions.	See Figure 2 CRIIS Data Governance Board Organization

Figure 4.2-2 CRIIS Data Governance Board Organization



**Names have intentionally been omitted from the above chart.*

4. Project Leadership

Project leadership has overall responsibility for execution, monitoring and control of the project. The table below outlines the project leadership roles for the CRIIS project.

Table 4.2-4 – Project Leadership

Role	Key High-Level Responsibilities	Name
Project Management Team		
Project Director	Ensure that external governing entities are properly consulted and engaged to provide timely approval of changes. Provide project status according to the Communications Plan. Remove obstacles within span of control that could impact the success of the project. Responsible for providing strategic and tactical direction and support to the project. Responsible for developing and executing procurement activities and contract agreements according to the State Contracting Manual. Review and approve deliverables and invoices for compliance with the agreement Manages Change Control Board (CCB)	Anamika Singh – PMO Manager
Contract Manager	Responsible for preparing contracts, negotiating contracts, and managing contracts throughout the project lifecycle. Responsible for developing and defining procedures and processes related to contract management for informing the Contract Management Plan.	Anamika Singh – PMO Manager
Cost Manager	Assists with cost estimating during planning stages and change control Provides support for budget change proposals (BCPs) throughout the project lifecycle Assists with controlling project costs during project execution	Brandy Hunt, Deputy Director, Administrative, Finance, & Information Technology Services Division (AFITSD)

Role	Key High-Level Responsibilities	Name
Project Manager (State)	Responsible for the project from planning to execution to delivery. Includes developing planning artifacts (project management plans and templates), developing and managing a project schedule, assembling the project team, managing communications, contracts, resources, tasks, risk, scope, budget, quality etc. Collaborate with the solutions integrator and ancillary Contractor project managers to ensure alignment of project activities. Serves on Change Control Board (CCB)	Nicole Lara, Project Manager, Software Project Management
Project Manager (C)	Assist the Project Manager	Jeff Eckert/Nicole Sanoski, Project Manager, Crowe Consultant
IT Leadership		
Technology Advisor	Advises on new technologies Serves on Change Control Board (CCB) Ensures products and services meet compliance and security needs Supports project team in ensuring best practices are implemented with new technologies.	Bala Iyer, Chief Technology Officer (CTO), Information Technology Services
Enterprise Architects	Responsible for understanding and communicating the architecture of all supporting systems for the in-scope business processes. Provide technical-related information to the project team needed to develop current state analysis of legacy systems (e.g., runtime environment, system interfaces, data center locations, data security, etc.), technical and security solution requirements for the future state, and statement of work requirements including service level agreements. Assist the project team in providing all supporting system information as required Serves on Change Control Board (CCB)	Michael Yu, Enterprise Architect (EA), Information Technology Services

5. Project Team

The project team is responsible for the work that needs to be done to plan and implement the project. The table below outlines the project team roles for the CRIIS project.

Table 4.2-5 – Project Team

Role	Key High-Level Responsibilities	Name
Business Analysts (BAs)	Complete current state assessment Collaborate with SMEs to develop current state (as-is) and future state (to-be) business process workflows Perform market analysis, cost/benefit analysis Identify solution alternatives and recommendations Develop mid-level and detailed solution requirements Develop financial analysis worksheets (FAWs)	Jenny White, Business Analyst, Web and Software Development Section Breyer Conroy-Salmassy, Business Analyst, Crowe Consultant Paul Marcuzzo, Business Analyst, Crowe Consultant
Technical Analysts	Supports data cleansing efforts Provides input for security and system requirements (environment, data center location, architecture, availability, etc.) Provides input for integration requirements	Michael Yu, Enterprise Architect, ITS

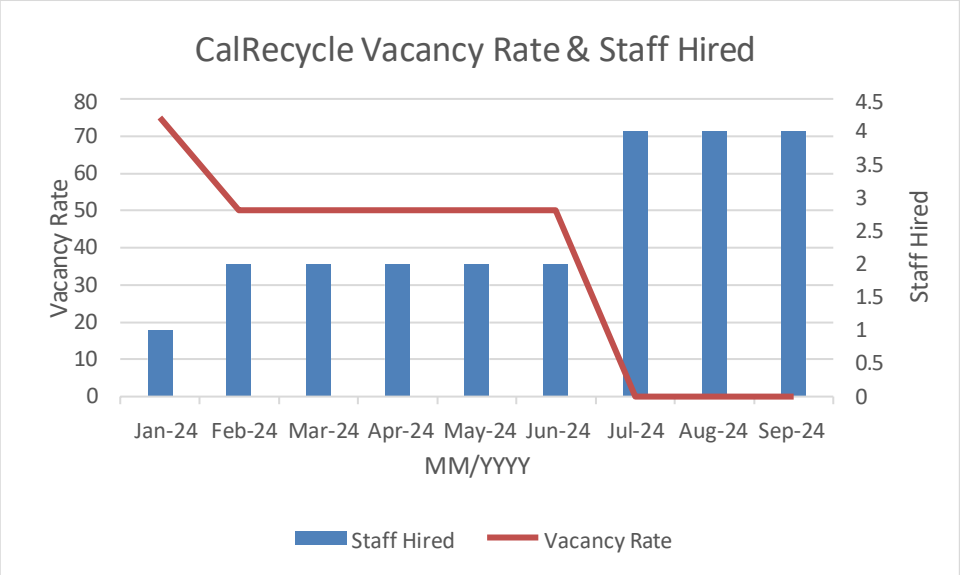
Role	Key High-Level Responsibilities	Name
Core Team	Provide expertise and input on CalRecycle policy, program functional requirements, and government code Identification and approval of requirements Input and approval on design (business flow documents) Participate in biweekly Core Team meetings Input and approval of PAL state documents Communicate within the division on the major decisions Bridge between Project Team and SMEs Bridge between SMEs, Business Owners, and Sponsor Committee Supports Change Control Board (CCB) as applicable	ASD - Dipti Patel, Supervisor Ryan Knight-Reigns, Supervisor, (alternate) DOR - Jennifer Akins, Manager Stacie Carder, Supervisor, (alternate) WPCMD - Ashlee Yee, Branch Chief Trevor O'Shaughnessy, Manager, (alternate) MMLA - Clark Williams, Manager Rebecca Wall, Supervisor (alternate) DiCE - Michelle Martin, Manager Raaz Morairty, Manager, (alternate) Audits - Stephen Inderkum, Manager Deborah Kinnick, Manager, (alternate) Policy - Dan Brown, Manager Peter Staklis, Senior Staff, (alternate) DDRO - Kevin Sokol, Manager Jeremy Edwards, Manager (alternate)

Role	Key High-Level Responsibilities	Name
Subject Matter Experts (SMEs)	Provide expertise and input on CalRecycle policy, program functional requirements, and government code Be open to and supportive of business process changes Be an advocate for the project to peers Research related questions and concerns for the project team.	Nicole Lara, Project PM and DORIIS IT Specialist, Software Project Management Jenny White, Project BA, Software Project Management
Procurement Team		
Procurement Analyst	Oversees and reviews procurement documents. Provides guidance and direction regarding CalRecycle procurement processes, standards, and policies Develops content related to CalRecycle specific administrative and contract language for procurement documents Confirms alignment with State procurement processes	Garrett Wells, Procurement Stephanie Duron, Procurement
Legal Advisor	Provides guidance on legal issues related to government code, state policy, and past precedence. Reviews procurement documents and provides feedback from a legal perspective Researches and advises the project team on legal matters that arise during execution of the agreement	Breanne Lard Ron Darbee
OCM		

Role	Key High-Level Responsibilities	Name
OCM Support Vendor	Develop and execute comprehensive OCM strategies. Conduct assessments such as organizational readiness, change impact, and stakeholder analysis. Collaborate with internal and external parties, including senior leaders and implementation vendors, to facilitate knowledge transfer, support leadership engagement, and ensure the successful adoption of changes across the organization. Maintain and update OCM documentation and tools.	Brian Roach, OCM Lead Michelle Kirwan, OCM Specialist
OCM Oversight	OCM effort oversight	Nicole Lara, PM Anamika Singh, PMO Manager Brian Roach, OCM Manager
Enterprise PM & BA		
Enterprise PM & BA Support	Provide enterprise project management and business analysis services.	Jeff Eckert / Nicole Sanoski Enterprise PM Breyer Conroy-Salmassy, Enterprise BA

Project Staffing & Vacancy Rates

Figure 4.2-3 Project Staffing and Vacancy Rates



4.3 Project Plan

4.3.1 Project Scope

The requirements management process within the Scope Management Plan describes the approach and processes for managing the requirements listed in Attachment E (Functional and Non-Functional Requirements Workbook) of the agreement and verifying that the requirements are implemented for the CRIIS solution. This includes requirements definition, changes, and the requirements traceability matrix (RTM) approach. CalRecycle's Azure DevOps platform will be used for the CRIIS Project's RTM, to manage the CRIIS Project's requirements, requirements' traceability, and user stories.

The baseline set of requirements for the CRIIS Project is defined in Attachment E (Functional and Non-Functional Requirements Workbook) of the Agreement. Attachment E provided additional informational fields for each requirement, including:

- Level 1 Capability
- Level 2 Capability
- Process Number
- Process (Functions)
- Requirement Number
- Description / Requirement
- Requirement Type (Functional, Non-Functional)
- Priority of the Requirement (Mandatory (MS), Desirable Scored (DS))

These requirements from Attachment D along with each requirement's associated values for the above-mentioned fields are incorporated into the CRIIS Project's RTM where the requirements will be maintained through the term of the CRIIS Project. The CRIIS solution will be a centralized enterprise system that has unified business processes (to replace the thirty-one (31)

legacy applications and their separate functions and processes). Requests for CRIIS features that contradict this guiding principle introduce risk in delivering the CRIIS solution within the approved project schedule. Furthermore, they will be addressed in the future phases of the project.

4.3.2 Project Assumptions & Constraints

Assumptions	Description
Subject Matter Expert Availability	Vendor subject matter experts will be available throughout the process of migration preparation, system migration, and system validation.
Phased Approach	The implementation will be carried out in multiple phases, each with its own set of deliverables, functionality, and timeline, culminating in several go-live events.
Requirement Confirmation	The methodology for confirming functional and technical requirements will be clearly defined and followed, confirming that all system components meet the specified criteria before proceeding to the next phase.
Data Governance and Management	The Deliverable #1f. Data Governance and Management Plan will be in place to confirm the proper handling, quality, and security of data throughout the migration process.
Risk and Issue Management	A Deliverable #1j. Risk and Issue Log will be actively maintained and used to track potential project risks and issues, with strategies for mitigation and resolution.
Regular Reporting	Weekly & Monthly Project Status Reports will be generated and delivered, providing transparency on project progress, including work delivered and invoiced to date.
Detailed Documentation	The Vendor will deliver detailed technical documentation, including Deliverable #2a. Final Architecture and Design Document and deliverables from Task 2 – Design of CRIIS of SOW.
Testing and Validation	End-to-end testing will be conducted for all technical and functional requirements, and phased releases will only go into production upon successful completion of this testing.
Stakeholder Coordination	The Vendor will communicate and coordinate with the CalRecycle Contract Manager and subject matter experts to complete the deliverables in the Statement of Work (SOW).

Assumptions	Description
Resource and Documentation Access	The Vendor will have access to necessary resources and project documentation to complete the tasks described in the CRIIS Implementation Management Plan.
Decision Making and Approval	The Vendor will receive project-based decisions in a timely manner and will have scope documents and deliverables reviewed and approved in compliance with contract timelines.
CalRecycle Oversight	A CalRecycle Project Manager and a CalRecycle Technical Lead will oversee the Vendor's performance and completion of requested services.
Physical and System Access	The Vendor will be provided with access to system environments, as needed, and access to a SharePoint site for sharing project documents.
Legacy System Access	The Vendor will have appropriate access to legacy systems, applications, documentation, and related information that the CRIIS solution is replacing.
Time	The system must be installed, in production operations, and validated in alignment with an approved project schedule.
Cost	Implementation efforts will stay within the approved implementation budget.
Scope	The scope of implementation includes system preparation, system migration from development to production operations, system validation, and system acceptance. CRIIS Requirements and approved SOW will guide scope confirmation.
Phased Development Schedule	The implementation must adhere to a phased development approach with multiple go-lives, which may influence adjustments to the project timeline.
Resource Availability	The availability of staff who are knowledgeable of processes, data structures, and systems integration is crucial. Any limitations in skilled resources could impact the project.
Third-Party Software Integration	The integration or implementation of third-party software must be managed without the need for scripting or programming, which may constrain the level of customization possible.

Assumptions	Description
System Upgrade Impact	Customizations are expected to require rework for future system upgrades, which could lead to additional maintenance efforts and costs.
Data Migration Complexity	The process of acquiring data, migrating it to required formats, and reconciling it must be managed within the constraints of the existing data structures and the capabilities of the target systems.
Error Management	The approach to reporting, managing, and tracking data anomalies, errors, and migration defects must be systematic and may be constrained by the tools and processes in place.
Documentation and Repository Use	All work products and deliverables must be stored in a CalRecycle document repository, requiring continuous management and version control.
State Review	The most current version of all work products and deliverables must be continuously available for CalRecycle review, which requires diligent update and maintenance of the document repository.
Contractual Compliance	The Vendor must comply with all aspects of the contract, including invoice processing and staffing issues, which may limit operational flexibility.

4.3.3 Project Phasing

- The proposed implementation approach for CRIIS includes overlapping phases starting with the Planning phase (Phase 0). Each phase will go live on the following dates: Phase 1 go-live 10/31/25, Phase 2 go-live 2/27/26 and Phase 3 go-live 5/29/26.

- Accenture will provide production support beginning with the first release in Phase 1, continuing through the final phase as CRIIS transitions into the maintenance and operations phase.

- The SI payment schedule matches the SI project schedule. This SPR aligns with the project schedule. Upon approval of the SPR, the OCM, Enterprise PM/BA, and IV&V schedules will be adjusted to align deliverables and payments to the proposed schedule.

Solution Overview: Phased Implementation Approach

Proposed Phase 1: Application Implementation (15 months)

Group 1 Applications: DORIIS, BevCon, BMDS, GMS, CSI, RDSS, REE

(Pending confirmation through Discovery and Design)

Task 2: Overall Discovery and CRIIS Solution Design (4 months)

- Understand current business processes, pain points, and user requirements.
- Identify stakeholders and gather their input to ensure comprehensive understanding of the expectations.
- Assess existing systems and infrastructure to determine integration points and dependencies.
- Define data migration requirements and data governance policies to ensure seamless transition to the new SaaS solution.

Task 3: Configuration and Development

- Execute an iterative methodology, followed by System Integration Testing (SIT), and User Acceptance Testing (UAT).

Task 4: System Interfaces

- Salesforce: Core CRIIS architecture
- Workday: Financial management
- MuleSoft: Data migration and integration
- Axsy: Offline mobile access

CRIIS accenture CalRecycle

Solution Overview: Phased Implementation Approach

Task 5: Knowledge Transfer

- Train technical staff through hands on practical learning in each project phase. At the beginning of the project, we will:
  - Confirm the scope of knowledge for CalRecycle and identify any potential risks
  - Analyze and document the KT strategy

Task 6: Testing

- Test strategy is an iterative methodology using a blend of manual and automated methods.
- Maintain Test Plans for each test phase based on requirements, use cases, and designs.
- Testing approach includes performance testing, security testing and assessment, accessibility testing, end-to-end/SIT data validation, and UAT support.

Task 7: Data Migration From the Legacy Systems/Applications to the New CRIIS

- Develop the Data Migration Plan, which will describe our approach to the design of data transfer and transformation, as well as the execution and validation of data.

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Solution Overview: Phased Implementation Approach

Task 8: Training

- Identify key skills and knowledge gaps and align training with business goals to create an effective strategy.
- Collaborate with CalRecycle to conduct a Training needs Assessment, pinpoint skill deficiencies, choose appropriate training methods, and identify learning priorities for affected role groups.

Task 9: Go Live Activities and Stabilization

- Coordinate go-live activities for each implementation release to ensure a seamless migration from the legacy systems/applications to CRIIS.
- Upon each successful go-live, perform stabilization support activities, including monitoring and defect resolution.

Task 10: Production Support

- Maintenance and operations (M&O) approach will begin in Month 11, before the Release 1 go-live, and continue through the subsequent M&O period that will run through Month 48 (Includes optional years).
- Deliver the most cost-effective and efficient M&O services for CalRecycle is to gradually transition teammates from our development team to M&O support.

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Solution Overview: Phased Implementation Approach

Proposed Phase 2 (8 months): Application Implementation Release #2 (Tasks 1 10 above)

Applications:
SWIS, CAPRS, LoGOPP, JACE, SABRC, ORCA, WTMS, Waste Characterization, SB 1335, LTFT, RCN, RPPC

(Pending confirmation through Discovery and Design)

Proposed Phase 3 (9 months): Application Implementation Release #3 (Tasks 1 10 above)

Applications:
CEWIS, RGBRS, SB212, DDRO, MRRP, ShEPRD, HHW, BCIMP, SARC, LoGIC, RDRS, RMDZ

(Pending confirmation through Discovery and Design)

Task 11: Project Closeout (1 month)

- Overall Acceptance Test
- Capture key lessons learned and best practices from the CRIIS project and will finalize all project documentation, including project plans, meeting minutes, design documents, and code documentation.
- Verify that all documentation is organized and archived for future reference
- Two (2) one-year Maintenance and Operations (M&O) extensions are available for

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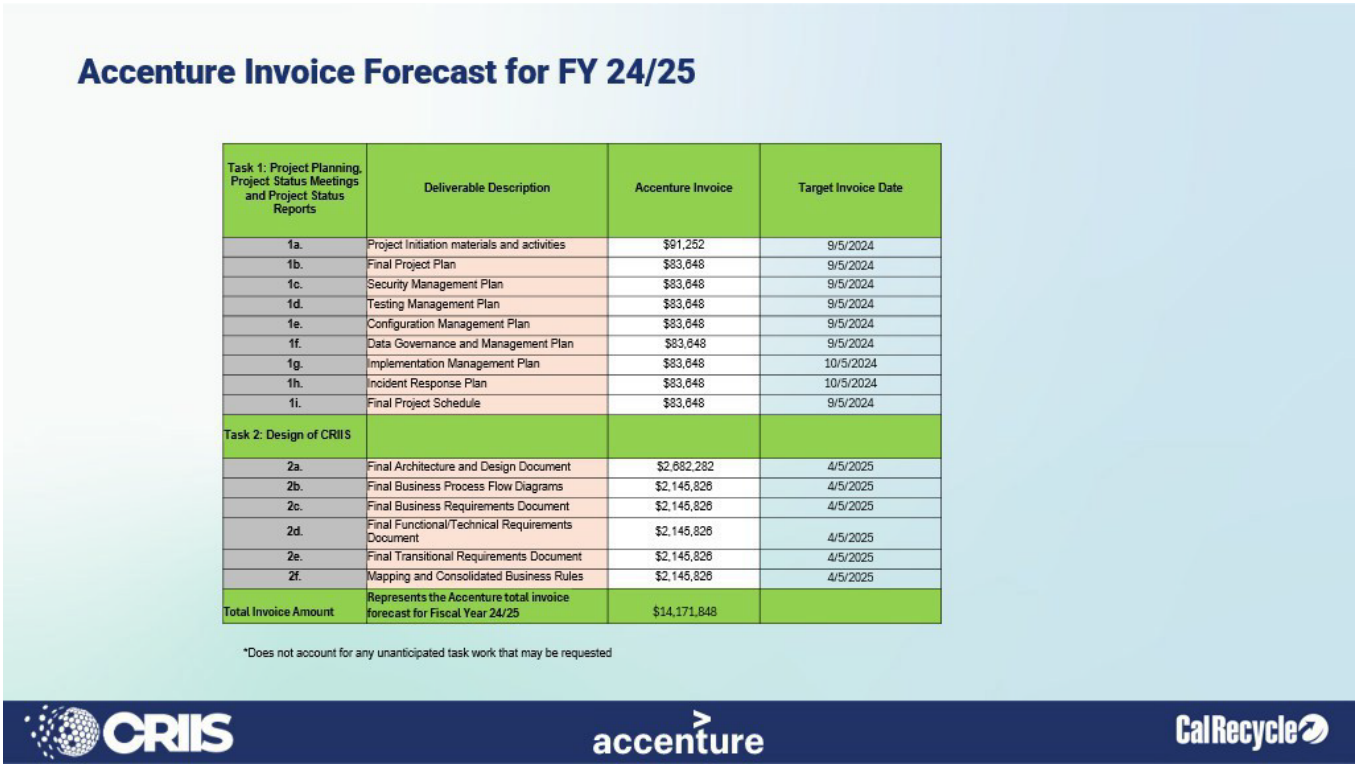
- Accenture has developed this timeline recognizing the importance of early and often

stakeholder engagement, integrated teams to support real-time knowledge transfer, and partnered support with CalRecycle for ease of transition.

Current and Projected Cost of each phase for FY2024-25:



Accenture Invoice Forecast for FY 24/25

Task 1: Project Planning, Project Status Meetings and Project Status Reports	Deliverable Description	Accenture Invoice	Target Invoice Date
1a.	Project Initiation materials and activities	$91,252	9/5/2024
1b.	Final Project Plan	$83,648	9/5/2024
1c.	Security Management Plan	$83,648	9/5/2024
1d.	Testing Management Plan	$83,648	9/5/2024
1e.	Configuration Management Plan	$83,648	9/5/2024
1f.	Data Governance and Management Plan	$83,648	9/5/2024
1g.	Implementation Management Plan	$83,648	10/5/2024
1h.	Incident Response Plan	$83,648	10/5/2024
1i.	Final Project Schedule	$83,648	9/5/2024
Task 2: Design of CRIIS			
2a.	Final Architecture and Design Document	$2,682,282	4/5/2025
2b.	Final Business Process Flow Diagrams	$2,145,826	4/5/2025
2c.	Final Business Requirements Document	$2,145,826	4/5/2025
2d.	Final Functional/Technical Requirements Document	$2,145,826	4/5/2025
2e.	Final Transitional Requirements Document	$2,145,826	4/5/2025
2f.	Mapping and Consolidated Business Rules	$2,145,826	4/5/2025
Total Invoice Amount	Represents the Accenture total invoice forecast for Fiscal Year 24/25	$14,171,848	

*Does not account for any unanticipated task work that may be requested

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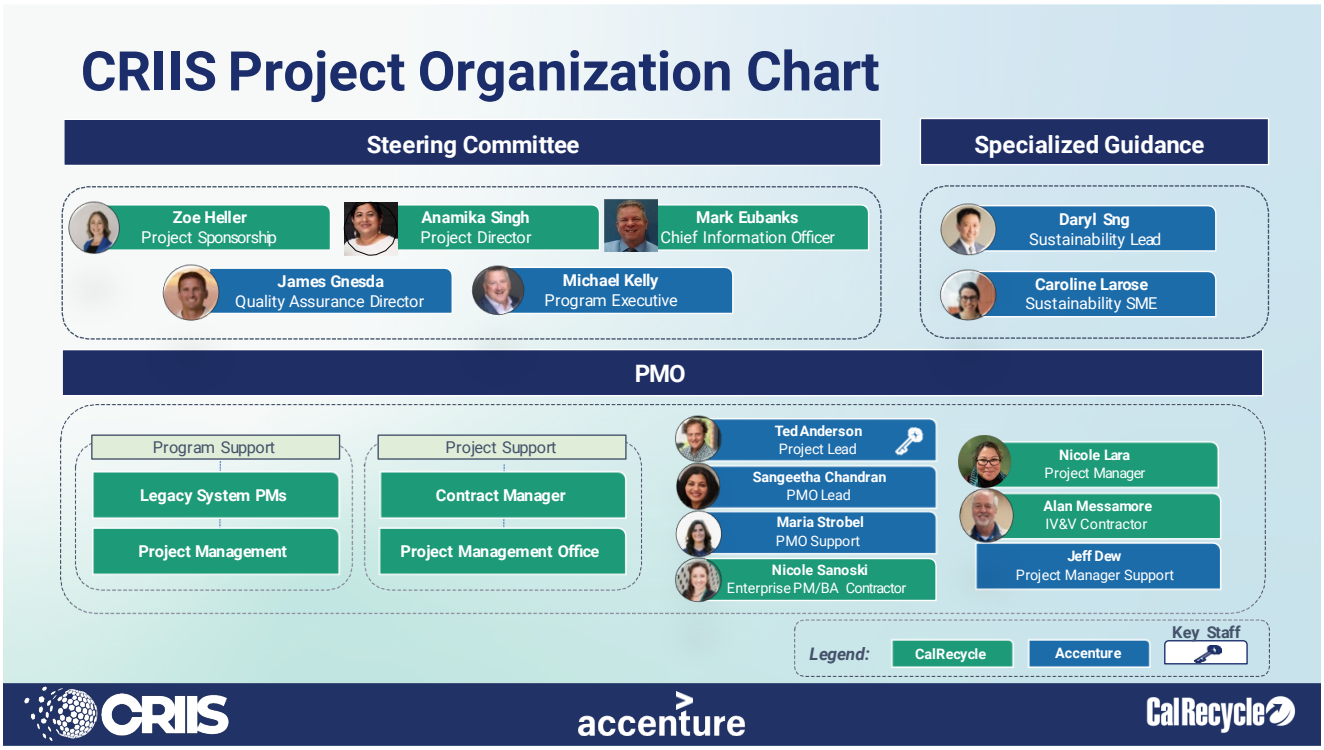
4.3.4 Project Roles and Responsibilities



Role	Responsibilities
CRIIS Enterprise Project Manager	• Implement and manage the CRIIS Project's Change Control Process, and managing updates to the Change Request Log • Coordinate and facilitate bi-weekly and emergency CCB meetings, including meeting agenda and minutes • Generate CCB reports for meeting and ad hoc requests • Work with project team members and the CCB to facilitate and determine prioritization of CRs • Review and validate CRFs submitted by Team Leads for completeness • Facilitate the capture of CR reviewers' completion of CR reviews and CCB's approval of CRs in CRFs • Document the CCB's dispositions of CRs in the Change Request Log • Provide feedback to CR Analysts (CR Owners) on final disposition of CRs • Maintain project CR documentation, including CRFs and Change Request Log, on the CRIIS Project's SharePoint site

Role	Responsibilities
CalRecycle Project Director/Contract Manager	• Ensuring that the CRIIS Project Team adheres to the project's Change Control Process • Chair and voting member of the CCB • Review CRs and information provided by CR owners and evaluate need for CRs • Review and approve CRs for prioritization and impact/cost analysis • Approve, reject, defer, or escalate CRs that are within the purview of the CCB, in accordance with governance levels • Review impact analysis and recommendations for CRs • Elevate CRs or issues to the IT Sponsor, as needed • Inform the Steering Committee of CCB decisions (e.g., approved CRs)
CalRecycle IT Sponsor, Steering Committee	• For CRs escalated by the CalRecycle Project Director: ○ Review CRs and information provided by CR owners and evaluate need for CRs ○ Review and approve CRs for prioritization and impact/cost analysis ○ Approve, reject, defer, or escalate CRs that are within the purview of the CCB, in accordance with governance levels ○ Review impact analysis and recommendations for CRs ○ Communicate dispositions of CRs to the CalRecycle Project Director ○ For the CalRecycle IT Sponsor, elevate CRs or issues to the Steering Committee, as needed
CalRecycle Project Management Team	• Work with project team members and the CCB to facilitate and determine prioritization of CRs • Review CRs and information provided by CR owners and evaluate need for CRs • Assign CalRecycle, Accenture, Crowe CR Analysts to CRs, in collaboration with the Accenture and Crowe Project Managers • Review and provide recommendations to the CalRecycle Project Director (or other approving authority) on CR prioritization and impact/cost analysis • Review impact analysis and recommendations for CRs • Provide a recommended disposition on approval, rejection, deferral, or escalation of CRs to the CalRecycle Project Director

Role	Responsibilities
Accenture Project Manager	• Manage projects and resources to confirm that change control principles are followed • Participate in the CCB • For CRs relating to Accenture services, review CRs and information provided by the CR owners • Review, comment, and approve CRs related to Accenture services prior to their submission to the CCB, including CRs' impact and cost analyses • Provide analysis and recommendation for CRs to the CCB
CalRecycle Analysts	• Participate in the CCB to address questions as needed • Consult with project management, team leads, and team members to complete CRFs • Organize and facilitate ad-hoc meetings as needed to resolve issues with CRs, complete, and determine outcomes of CRs • Appoint appropriate SMEs and coordinate impact analysis for CRs, as needed • Facilitate and conduct impact and cost assessments of CRs • Work with project team members to facilitate the analysis and prioritization of CRs • Update/provide further clarification or analysis for CRs as needed • Communicate outcome of CRs to impacted team(s) • Verify that the approved changes are implemented correctly
Project Team Leads (CalRecycle, Accenture, Crowe, and other CRIIS Project contractors)	• Manage work efforts and resources to confirm that change control processes are followed • Identify, manage, and escalate CRs • Populate and submit CRFs to the CalRecycle Enterprise Project Manager in accordance with the Change Control Process • Participate in impact and cost assessments of CRs as needed • Facilitate the team-level reviews of proposed CRs • Communicate outcomes of CRs to their teams • For Accenture Team Leads: Coordinate incorporation of approved CRs into the project work plan, RTM, deliverables, and other project processes as needed

Role	Responsibilities
IV&V Representatives	• Evaluate proposed CRs for effects on the system and previously completed activities. Validate that the change is consistent with requirements and does not adversely affect other requirements directly or indirectly
Project Team Members	• Adhere to the project's Change Control Process • Identify and raise potential change requests to Team Leads for validation and submittal via the Change Control Process CRs in the Change Request Log • Participate in defining potential resolution(s) • Update/provide further clarification or analysis for CRs as needed • Implement CRs, as needed

4.3.5 Project Priorities:

The following table graphically depicts the CalRecycle project prioritization hierarchy. A score of 1 represents the highest priority and a score of 4 the lowest.

Schedule	Scope	Resources	Quality
4	2	3	1

4.3.6 Project Schedule

The project schedule is attached in the attachment Section. Attachment D for Master Schedule and Attachment C for SI vendor schedule for implementation.

4.4 Project Quality

The CRIIS Project has contracted an Independent Verification and Validation vendor to ensure the functional requirements of the project are met along with security, non-functional and accessibility. The following table contains the list of planned quality gates.

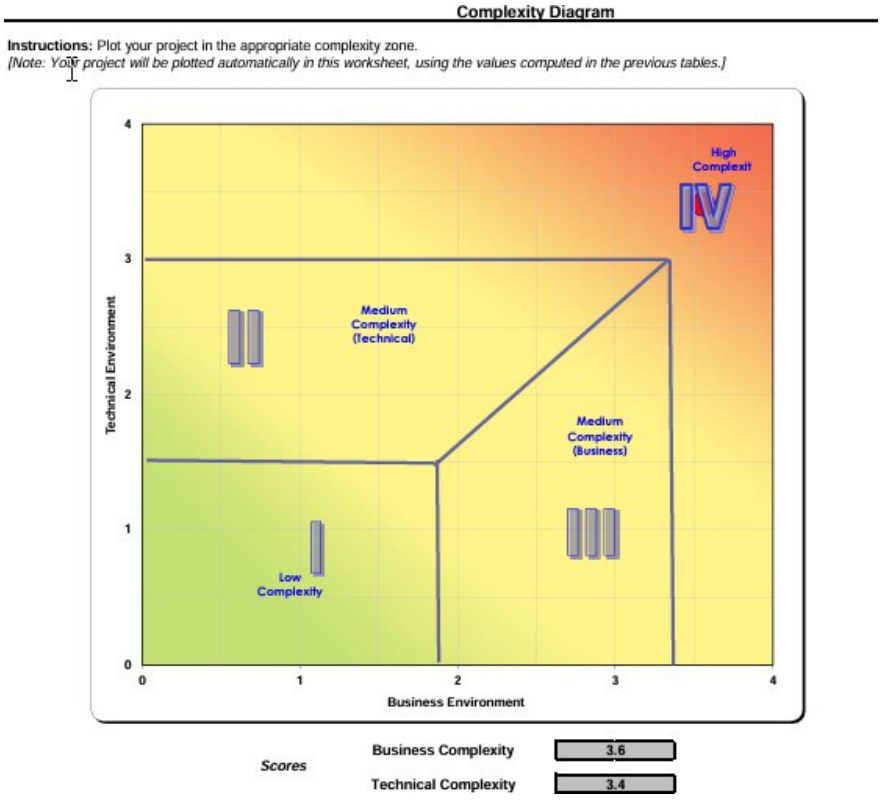
Table 4.6 - 1 – Quality Gates

Quality Gate	Description
#1 Gate: Client stories done.	All client stories planned for implementation in the iteration are validated for testability and availability of clear and concise test acceptance criteria.
#2 Gate: Unit testing done.	Unit test coverage achieved the planned metrics.

#3 Gate: System testing done.	System testing is 100% automated with approved exceptions.
#4 Gate: System Integration testing done.	System integration testing is 100% automated with approved exceptions.
#5 Gate: Regression done.	A regression suite is built based on a minimal optimal approach and is 100% automated.
#6 Gate: Acceptance testing done.	The design and execution of the entire suite of acceptance, accessibility, security, and performance test cases occurred.
#7 Gate: QA Sign-off	CalRecycle Lead QA reviews and validates all testing is complete and meets the required specifications.

4.4.1 Project Monitoring and Oversight

The CRIIS project will continue to use all existing approved project management documents for the monitoring and oversight of the project. This schedule change does not impact any approved CRIIS project procedures. There will be no changes to the IV&V processes and procedures to provide independent oversight of the project, nor an impact on any of their deliverables. This change does not result in any updates to the project complexity as graphically represented below.



4.5 Change Management

The change control process manages changes to scope, schedule and costs. The CRIIS Enterprise Project Manager administers the CRIIS Project's change control process, with the CalRecycle steering committee having the ultimate decision authority on the change control process.

A change request (CR) is a request for a schedule, cost, or scope change for the CRIIS Project. These changes follow the process defined below to gain business approval of the change and may also require an approved work order authorization (WOA) or contract amendment before the change can be implemented and finalized.

4.5.1 Process and Approach

Change Control Board

The CRIIS Project's Change Control Board (CCB) is facilitated by the CRIIS Enterprise Project Manager who oversees the project's change control process. The CCB meets monthly or as needed. These meetings are to review, analyze and prioritize change requests (CRs) and report recommended direction to the CalRecycle project director's approval and execution. Implementation of the CCB meetings will begin at the direction of the CalRecycle Project Director following the Scope Management Plan.

The CCB is comprised of the following project representatives:

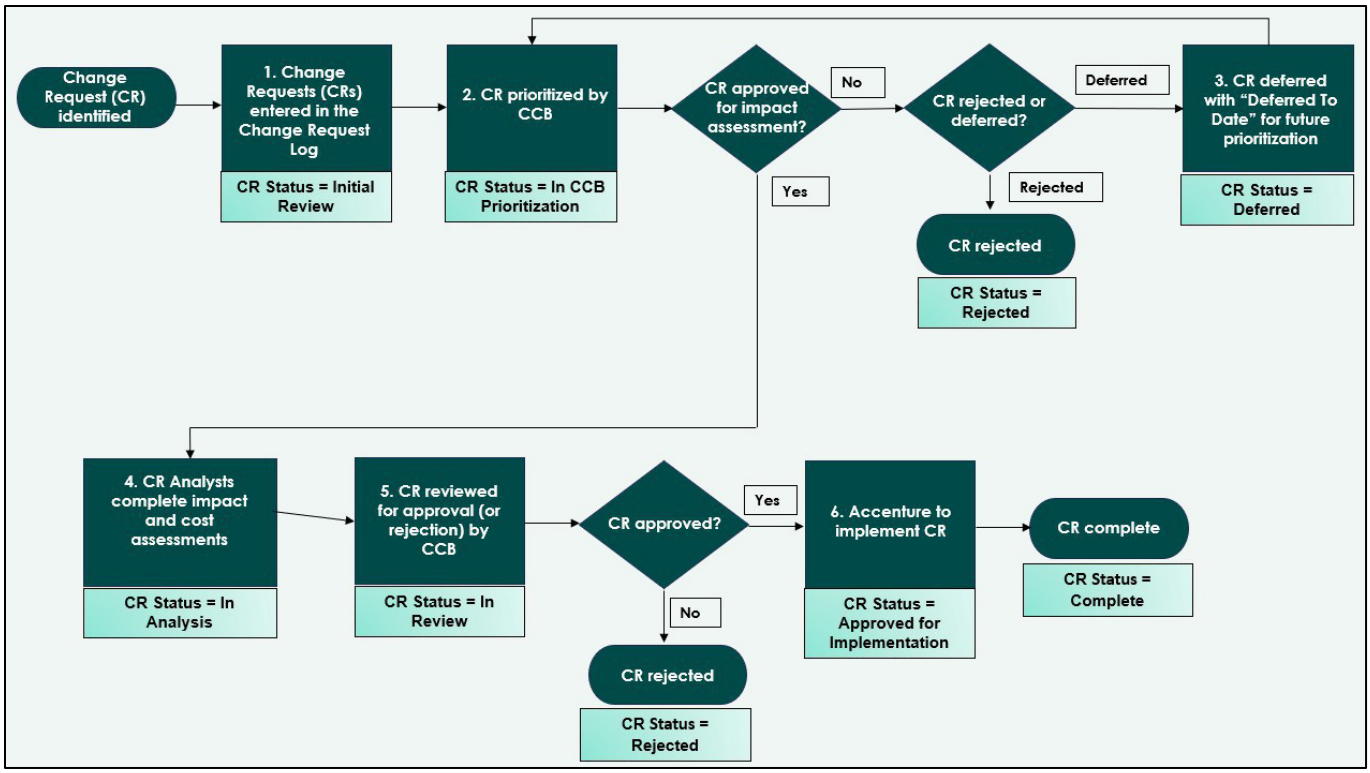
- Change Decisions:
  - CalRecycle Project Director/Contract Manager, or delegate
  - CalRecycle IT Sponsor (for escalated CRs)
  - Executive Steering Committee (ESC) (for escalated CRs)
- Decision/Supporting Information:
  - Project Management Team
    - CalRecycle Chief Information Officer
    - CalRecycle Chief Technology Officer
    - CalRecycle Project Manager
    - CalRecycle Enterprise Architect
    - CalRecycle Information Security Officer
    - CalRecycle Application Development Chief
    - CalRecycle Database Architect
    - CalRecycle Business Analyst
    - CalRecycle Project Sponsor (optional)
  - CalRecycle Core Team, as applicable
  - California Department of Technology (CDT) representative (as an observer/oversight of the change control process)
  - IV&V representatives
  - Accenture Project Manager

- Accenture PMO Manager
- Organizational Change Management (OCM) Project Lead
- Other CRIIS Project Workstream Leads and Subject Matter Experts, as needed
- Others as requested by the CCB to provide input and/or oversight

Change Control Process

The change control process analyzes, approves, monitors, controls, and tracks CRs as documented in Figure 3.1 – 1 – Change Control Process.

Figure 3.1 – 1 – Change Control Process



The steps in the change control process include the following:

1) Change Request Entered in the Change Request Log - Potential CRs can be raised by any CRIIS Project team member. If the originator's team lead determines the change is appropriate, the originator completes the change request submission section of the project's Change Request Form (CRF). A CRF is required for each change request and captures the details of the requested change for subsequent assessment by the CR owner(s) and review by the Change Control Board. The template for the CRF is attached to the Scope Management Plan as Appendix A and also available on the project's SharePoint site in the following location:
   - CRIIS Project SharePoint > Documents > General > Administrative Change Control Management

   Once the initial information for the CR has been entered and reviewed by the team lead, the team lead submits the CRF to the CRIIS Enterprise Project Manager for review. The CRIIS Enterprise Project Manager then reviews and validates the CRF

for completeness. After the CRF has been determined to be complete and validated, the Enterprise Project Manager logs the CR in the project's change request log and assigns the CR a unique change request number. The "CR Status" field in the change request log is set to "Initial Review" until the CR is ready for submission to CCB for prioritization, at which point the "CR Status" is updated to "CCB Prioritization." The change request log is a Microsoft Excel-based register used by the CCB to track and manage the project's CRs and maintained on the CRIIS Project's SharePoint site.

Some of the key fields captured in the change request form for new CRs include:

- CR Number
- CR Title
- Initiator Name
- Change Request Category (e.g., project cost, product scope, project scope, project schedule)
- Detailed Description of Proposed Change
- Justification for Change
- Current Workaround (if applicable)

Some of the key fields captured in the change request log include:

- CR Title
- CR Status
- Change Request Category (e.g., project cost, project scope, project schedule)
- Initiator Name
- Initiator Organization (e.g., CalRecycle, Accenture, Crowe, etc.)
- Date Submitted
- CR Priority

2) CR Prioritized by CCB - The CalRecycle Project Manager compiles all submitted CRs/CRFs for preliminary review by the CCB for prioritization during the project's monthly change control meetings. The CCB reviews the submitted CRFs to confirm which ones should have impact and cost analysis completed on them based upon current priorities and capacity to build/implement changes. The CCB can also defer CRs to be prioritized for impact and cost assessment later (e.g., close to a later release that they are better suited for); or they can identify that the change is not valid or needed and reject it.

   The "CR Status" is updated accordingly to "In Analysis" or "Rejected" in the Change Request Log, based on the CCB's disposition.

3) CR Deferred for Future Prioritization - If the CR is not prioritized and/or approved for impact and cost assessment, but is determined to be a valid change request, it can be deferred by the CCB but must have a "deferred to date" identified. This date identifies when CCB should review it again to determine if it is still needed, when it is needed by, and approve it for impact and cost assessment.

   For the Change Request Log, the "CR Status" is also updated to "Deferred" and the deferred to date is noted in the "Updates" field.

4) Complete Impact and Cost Analyses - If the CR is approved for analysis, the appropriate CalRecycle and contractor (Accenture, Crowe) owners are then identified and assigned as CR analysts to validate and verify the information provided by the CR Initiator, and make updates as needed. The CR analysts are also responsible for conducting additional impact and cost analyses and completing the change request analysis section of the CRF. The impact and cost analyses will provide additional information such as:
    - Solution Description/Approach – The proposed approach to implementing the change and expected impact to project baselines such as scope, schedule, costs, contracts, requirements, etc.
    - Implementation Risks and Mitigations – Any perceived risks associated with implementing the change and how those risks will be mitigated
    - Alternatives Considered – A description of other options for implementing the change and why they were not selected
    - Scope/Schedule/Cost Impacts – For the applicable fields (Cost Impact, Product Scope Impact, Project Scope Impact, Master Project Schedule), include the effects on scope, schedule and cost caused by implementing the change
    - Identify Project Management Plans Requiring Changes – Identify the components of the CRIIS Project Management Plan that require updates as a result of the change
    - Identify Operations Plans Requiring Changes – Identify the operations plans that require updates as result of the change

    The CR analysts submit the updated CRF to the CRIIS Enterprise Project Manager when the change request analysis Section has been completed. The CRIIS Enterprise Project Manager reviews the section for completeness and updates the "CR Status" in the change request log to "In CCB Review" when the impact and cost analyses have been completed and are ready to be submitted to CCB for review.

    The submission timeframe for completed analysis of a CR will be discussed once the team confirms it can proceed. Other project priorities will be assessed and proposed timeframes will be provided by responsible teams and will be tracked and monitored through completion.

5) CR Reviewed for Approval or Rejection by CCB - The CCB does a final review of the CR/CRF to verify that it is complete and addresses all aspects and impacts of the change. During the CCB meeting, the Enterprise Project Manager coordinates the completion of the Change Request Review Section to capture the names of the reviewers, due dates for completing reviews, actual review completion dates, and reviewers' initials that indicate completion of reviews.

    The CCB can then either approve, reject, or defer the CR. The CCB captures this decision in the change request final disposition field of the change request form and the "CR Status" in the change request log is updated accordingly to "Approved for Implementation," "Rejected," or "Deferred" in the change request log. If the CCB requires additional information to provide a disposition for the change request, the change request form is returned to the CR Analysts for further analysis and the "CR Status" is updated to "In Analysis."

After the completion of each change control meeting, the CalRecycle Project Manager will distribute meeting notes that document the CCB's disposition for each CR to the attendees of the change control meeting. The CCB's approval of the CR represents business approval of the requested change.

As administrative steps, for approved CRs that pertain to Accenture's project scope of work, the CRIIS Enterprise Project Manager will provide the Accenture Project Manager and the Accenture PMO with a copy of the CRF that captures CalRecycle's approval (signature) of the CR. Additionally, the Accenture Project Manager and CalRecycle Project Director/Contract Manager will collaborate to execute an amendment that incorporates the scope, schedule, cost, and/or requirement changes outlined in the approved CR into the Agreement. For approved change order requests that result in unanticipated tasks, an approved WOA will be executed per the process defined in Section 21 (Unanticipated Tasks) of the Agreement.

To make the approval of CRs less subjective, the following guidelines should be considered during the evaluation of CRs:

- Change in size of scope, schedule, or cost
- Change complexity (e.g. system components affected, organizational impact)
- Date when change needs to be implemented
- Impact/risk/cost/schedule of the change on current and subsequent work
- Change implementation benefits
- Criticality of area involved when making a change
- Approved changes already in process
- Resources (e.g. skills, hardware, system, people) required for making the change
- Possible alternatives or workarounds

6) Accenture to Implement the CR - For approved changes that the Accenture team is responsible for implementing, the Accenture team will:
    - Update the RTM to reflect on any requirement changes approved via the CR and contract amendment.
    - The CRIIS Project Work Plan to incorporate new or modified tasks to deliver changes approved via the CR and contract amendment.
    - The Accenture team implements the change accordingly. The delivery, traceability, and completion of any new requirements or modified requirements will continue to be tracked and managed via the CRIIS Project's Requirements Management Process.
    - When the requirement(s) associated with a CR have been satisfied and validated via the RTM and the project's requirements management process, the CR's "CR Status" in the change request log can be updated to "Complete."

Other Considerations

Decision Authority

The CalRecycle approver for a Change Request based on the following governance levels which are defined in CalRecycle's CRIIS Project Charter.

- Level 1 – Working Level (Project Leadership, Project Management Team)
- Level 2 – IT Sponsor and Project Director, CTO, ASD Deputy Director

- Level 3 – Steering Committee

The decision authority based on these governance levels is also provided in the change request approval section of the CRF template.

Escalation

If consensus cannot be reached on a disposition for a CR, or is above the set threshold, the CalRecycle Project Director/Contract Manager will escalate the change proposal to the IT Project Sponsor, then CRIIS Steering Committee. This escalation path aligns to the guidance in Section 11.2 change control procedures) of the agreement and the communication hierarchy of the stakeholder management plan.

Emergency CCB Meetings

Emergency CRs follow the same process described above except that emergency CCB meetings can be held to review and approve the CR outside of the normal meeting schedule.

5.0 Updated Risk Management Plan

Please see attachment F: Risk management Plan for more information.

5.1 Risk Register

ID	Due Date	Item Type	Status	Team	Title	Description	Creation Date	Probability - Risk Field	Impact - Risk Fiel	Severity - Risk Fie	Timeframe - Risk Field
						If CalRecycle resources are not available to be dedicated to CRIIS then the schedule may be impacted. Noted related observations: 1. Discovery session participation has been high from the Programs 2. Design activities will increase the workload on programs					
34	3/3/2025	Risk	In Progress	CalRecycle	Resource Balancing		11/21/2022	Low	Low	3	Long
102	1/10/2025	Risk	In Progress	SI	Phase 1 Schedule	Closely monitor the project timeline due to concurrent activities.	12/19/2024	Low	Low	3	Long

6.0 Updated Financial Analysis Worksheets (FAWS)

The SPR is for project schedule change only. There will be no changes to the overall project costs for any vendor contracts.

VARIANCE WORKSHEET

IT Project Costs (One-Time)	Stage 4 Approval Cost	TOTAL SPR #1 Cost	VARIANCE	RATIONALE
Staff (Salaries & Benefits)	22,015,377	17,511,607	-4,503,770	The decrease is a result of beginning project implementation later then originally planned in Stage 2 of PAL process. In addition, the SI project plan will complete 9 months prior to the planned stage 4 schedule also reducing staff costs.
Staff OE&E Rollup (Gen. Exp.; Printing, Comm.; Postage; Ins.; Travel – In/Out of State; Training; Fac. Ops.; Utilities)	348,731	1,577,045	1,228,314	The amount in stage 4 was calcuated incorrectly and total OEE cost was 1,997,396.
Consulting & Prof. Services: External				
BA and PM Support (PAL stages 2, 3, 4)	1,173,810	1,172,385	-1,425	The total project cost represents current invoices received.
SI Vendor- Accenture	50,944,450	50,944,451	1	Rounding Issue
IV&V Vendor- Acuity	875,000	875,000	0	
Ent. PM/BA- Crowe	1,500,000	1,500,000	0	
OCM- Crowe	1,269,265	1,243,937	-25,328	Change due to updated information
Training and Certification (CalRecycle staff training for solution platform)	500,000	150,000	-350,000	Decrease due to delay in signing the contracts
Consulting & Prof. Services: Interdepartmental				
CDT-IPO and STP	1,402,568	1,255,172	-147,396	Decreased time to complete project results in decrease number of hours for CDT-IPO and STP
Consolidated Data Centers		0		
Information Technology				
Software Licensing Fees-ESRI ArcGIS	76,421	61,048	-15,373	Stage 4 was estimated for 3 years term and Current cost shows for 2 years and 3 months
Solution Licensing	8,966,612	8,441,612	-525,000	As the contract was signed at the end of June, there was no opportunity to utilize this budget in the intended fiscal year.
Electronic Signature Software	110,000	90,000	-20,000	Stage 4 was estimated for 3 years term and Current cost shows for 2 years and 3 months
Misc. OE&E Rollup	151,500	113,625	-37,875	The decrease is a result of beginning project implementation later then originally planned in Stage 2 of PAL process. In addition, the SI project plan will complete 9 months prior to the planned stage 4 schedule also reducing staff costs.
Future Operations IT Staff and OE&E Costs (Continuing)				
Staff (Salaries & Benefits)	6,095,741	5,280,737	-815,004	The decrease is a result of beginning project implementation later then originally planned in Stage 2 of PAL process. In addition, the SI project plan will complete 9 months prior to the planned stage 4 schedule also reducing staff costs.
Staff OE&E Rollup (Gen. Exp.; Printing, Comm.; Postage; Ins.; Travel – In/Out of State; Training; Fac. Ops.; Utilities)	80,388	471,164	390,776	Future operations costs have changed as a result of the shortened project time. This is resulting in increased costs as the CRIIS solution will go into M&O over 9 months sooner.
Consulting & Prof. Services: Interdepartmental				
Consulting & Prof. Services: External				
Consolidated Data Centers				
CDT - Data Center Costs Tenant Managed Service (TMS) and Off-Prem Cloud Services (Azure)	211,807	385,776	173,969	Increased due to CDT- Data Center Costs
Information Technology				
Software Licensing Fees-ESRI ArcGIS	35,358	56,880	21,522	Stage 4 was estimated for 3 years term and Current cost shows for 2 years and 3 months
Solution Licensing	4,797,992	4,283,842	-514,150	As the contract was signed at the end of June, there was no opportunity to utilize this budget in the intended fiscal year.
Electronic Signature Software	42,000	70,000	28,000	Stage 4 was estimated for 3 years term and Current cost shows for 2 years and 3 months
Misc. OE&E Rollup (Dept. Services; Central Admin. Services; Office Equip.; Other; Unclassified/Special Adjustment; Local Assistance)				
Future Operations IT Staff and OE&E Costs (Continuing):				
TOTAL:	**100,597,018**	**95,484,280**	**-5,112,738**	

7.0 List of Attachments:

A. Attachment A: Implementation Management Plan
B. Attachment B: CalEPA Agency Strategic Plan
C. Attachment C: Implementation Vendor Schedule
D. Attachment D: Master Schedule
E. Attachment E: Functional and Non-Functional Requirements
F. Attachment F: Risk Management Plan
G. Attachment G: FAWs from the Original Stage 4
H. Attachment H: FAWs from the Most Recent updates as of December 23, 2024
I. Attachment I: Risk Register
J. Attachment J: Approved Change Request Form

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