

Per California Code of Regulations, title 2, section 548.5, the following information will be posted to CalHR's Career Executive Assignment Action Proposals website for 30 calendar days when departments propose new CEA concepts or major revisions to existing CEA concepts. Presence of the department-submitted CEA Action Proposal information on CalHR's website does not indicate CalHR support for the proposal.

A. GENERAL INFORMATION

1. Date

2019-08-20

2. Department

California Natural Resources Agency (CNRA)

3. Organizational Placement (Division/Branch/Office Name)

Office of the Secretary

4. CEA Position Title

Assistant Deputy Director for Administration & Finance

5. Summary of proposed position description and how it relates to the program's mission or purpose. (2-3 sentences)

The Assistant Deputy Director for Administration and Finance reports directly to the Chief Deputy Director for Administration and Finance and acts as one of three principal advisors to the Secretary, Undersecretary and other executives of the CNRA on matters concerning finance and administration of the CNRA's 26 departments, boards, conservancies and commissions. The incumbent develops, recommends, and implements policy related to budgets, accounting, personnel, and other administrative matters for CNRA.

6. Reports to: (Class Title/Level)

Chief Deputy Director for Administration and Finance/ CEA C

7. Relationship with Department Director (Select one)

- Member of department's Executive Management Team, and has frequent contact with director on a wide range of department-wide issues.
- Not a member of department's Executive Management Team but has frequent contact with the Executive Management Team on policy issues.

(Explain):

8. Organizational Level (Select one)

- 1st
- 2nd
- 3rd
- 4th
- 5th (mega departments only - 17,001+ allocated positions)

B. SUMMARY OF REQUEST

9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

Along with overseeing the general budgets for several of the key departments within CNRA, this position provides management oversight of the departments within CNRA that have Capital Outlay (CO) budgets that is approximately \$1 billion. This position performs the following duties:

Develops policy related to these CO programs and assures that the CO programs and projects are implemented according to the governing statutes and administrative rules. Represents the Secretary and CNRA at high-level budget discussions concerning CO. Oversees the annual budget development process for key departments within CNRA. This includes:

- o Working with Directors to determine priorities.
- o Soliciting, reviewing and evaluating concept proposals.
- o Presenting the proposals to the Department of Finance (DOF).
- o Shepherding them through inclusion in the Governor's Budget.

As part of this process, the incumbent will represent CNRA at high-level budget meetings with the Secretary of CNRA, the Governor's Office and DOF. Represents CNRA and departments when interacting with multiple control agencies and the Legislature on administration and finance issues. Represents CNRA and testifies at legislative hearings involving budgets and other fiscal and administrative matters.

Oversees the development and implementation of the Monitoring and Stewardship Unit (MSU) at CNRA. The Supervisor of the unit reports to and receives guidance from the incumbent on the following:

- o Design, development and implementation of a risk-based project compliance monitoring program.
- o Identification of methods and best practices for data collection, data storage, and the use of technology for information sharing and reporting.
- o Establishment of protocols and practices for monitoring, tracking, and reporting on project status and outcomes.

Oversees audit programs within CNRA. Works with internal and external auditors to define the scope and breadth of audits and then works with departments on addressing any issues brought to light by the audits.

Represents the Secretary of CNRA as a voting member on the Santa Monica Mountains Conservancy, San Diego River Conservancy, Baldwin Hills Conservancy and the San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy.

Serves as an alternate for other boards and commissions as designated by the Secretary of CNRA.

Performs other duties as required.

B. SUMMARY OF REQUEST (continued)

10. How critical is the program's mission or purpose to the department's mission as a whole? Include a description of the degree to which the program is critical to the department's mission.

- Program is directly related to department's primary mission and is critical to achieving the department's goals.
- Program is indirectly related to department's primary mission.
- Program plays a supporting role in achieving department's mission (i.e., budget, personnel, other admin functions).

Description: The successful implementation of CO programs ensures that the CNRA mission "to protect, conserve, and manage the state's natural, historical, and cultural resources" is realized. This position is critical to coordinating the efforts of CNRA's 26 different departments, boards, and conservancies, to implement the capital outlay programs in an efficient and effective manner, and in compliance with laws and requirements. Given the complexity of many natural resources projects, the various statutory requirements, and the Administration's priorities and goals, it is important that the CO programs are managed with proper oversight and accountability.

This position will work closely with key stakeholders, the legislature, DOF, and the Governor's Office to identify priority projects that require funding through the capital outlay budget development process.

This position also serves CNRA's mission by serving on four conservancy boards as requested by the Secretary for CNRA.

The mission of the MSU that this position oversees, supports the equitable use of public resources for maximum effectiveness in achieving CNRA's goals and objectives. By demonstrating that the state is making good use of the public monies, and the projects it funds are providing the benefits anticipated, the MSU can lay the groundwork for future state investment in our natural resources that will support CNRA's mission.

B. SUMMARY OF REQUEST (continued)

11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.

The number of budget requests, including CO, has greatly increased over the last decade. The outreach and interaction with departments and DOF on each budget request has also increased. For each request, Agency now meets individually with each department before requests go to DOF. From there, this position will push proposals through to inclusion in the Governor's Budget. After that, the incumbent will shepherd the proposals through the legislature to final conclusion in the Budget Act. With the increased back and forth with DOF and the Governor's Office, the amount of requests necessitates this change. The existing incumbent can no longer manage the volume of requests and the unique nature of budgeting for CO with adequate oversight.

In addition, a new program/unit has been added to the Agency that is tasked with developing statewide best practices and analysis to guide policy development related to the state's investments in its natural, cultural, and historic resources.

C. ROLE IN POLICY INFLUENCE

12. Provide 3-5 specific examples of policy areas over which the CEA position will be the principle policy maker. Each example should cite a policy that would have an identifiable impact. Include a description of the statewide impact of the assigned program.

This CEA position directly impacts the implementation of state policies, goals, and objectives. This position provides critical oversight to Department of Water Resources (DWR) for the increasing funding for dam safety and increasing funding for water conveyance. This position provides oversight for departments for service-based budgeting review. In addition, this position sits on 4 Conservancy Boards for the Secretary of CNRA. This position is also responsible for the over-all CO budgets for all departments within CNRA's oversight. This position also provides oversight and direction to the MSU within CNRA.

Specific Examples:

1. Oversight of DWR budget includes determining priorities for the use of General Fund. The position coordinates with the Director of DWR to determine whether a single-purpose flood control project is of higher value and priority than another multi-benefit project with less flood control protections but more habitat restoration protection. This is based on developing policies that balance human protections versus wildlife protections and then directing DWR on the appropriate path for requesting resources to implementing those policies. Flood Control, as well as the conveyance of water across the state, impact the availability of water to the residents of California and the safety of their homes and businesses.
2. As a voting member on the Conservancy Boards this position will help shape the policies that direct the Conservancy's actions within their communities. Preserving habitat in critical areas of the state influences not only the survival of endangered species, but also the economic development of the impacted geographic area. As a member of the Board, this position helps set the focus of each award of funding within any limitations required by the fund source.
3. A Service-based budgeting review requires a department to look at its financial and human resources and how these resources align with a department's core mission. This position, through the service-based-review process, will set the parameters for what constitutes a department's core mission and, if necessary, propose legislation to codify any changes to the department's mission and responsibilities. This is a significant policy determination at the Agency level, which will require close coordination with the Governor's Office and Department Director. How a state-wide department functions, what services they do or do not provide to the public, and what level of service they provide, has significant statewide impact.
4. Providing the policy direction on CO investments under CNRA impacts the quality of infrastructure with which the public interacts. This position sets the priorities for the state's investment in infrastructure for the California Conservation Corps (CCC) and other departments. For example, by facilitating proposals to build more residential centers and setting the priorities for residential center locations, more young adults can accept service in the CCC because they have a place to live while in the program. Without these facilities, the make-up of CCC members would be limited to those who could afford to commute to a non-residential center.
5. Providing Direct Oversight to the MSU requires this position to review the summarized data collected by the unit, approve which "best practices" should be applied as a result of the unit's analysis, and communicate these best practices through policies to all departments under CNRA. These policies may include a statewide minimum frequency of monitoring grant projects, post-project completion reporting requirements, and use of specific tools to allow the state to compare the results across state agencies. This position will coordinate these policies with the Assistant Deputy Director for Bonds and Grants, to ensure consistency with the policies developed for the awarding and administration of various grant agreements across the state that utilize natural resources bond funds. This position will not provide oversight or policy direction on the implementation or administration of bond/grant funds from award to project completion, but rather policy related to monitoring the results of the projects funded over the long-term, once a project funded with bond/grant funds has been completed.

C. ROLE IN POLICY INFLUENCE (continued)

13. What is the CEA position's scope and nature of decision-making authority?

The Secretary of the CNRA will allow this position to represent CNRA and the Administration in many venues, boards and councils, and to freely create and implement needed policies in the key areas mentioned above, primarily regarding CO budgets and CO administration. By their nature, CO budgets follow different time lines, protocols and procedures from the annual support budgets, as they require multi-phase, multi-year funding. This position will evaluate whether new and existing policies that are applied to support budgets require exceptions or modifications for application to CO budgeting and administration, and then develop those policy changes. Once developed, this position will distribute policy changes to CNRA's departments for implementation.

14. Will the CEA position be developing and implementing new policy, or interpreting and implementing existing policy? How?

This position will be doing both. All the work of the new MSU will result in this position developing policies and guidelines for post-project completion work by CNRA Conservancies and various grant programs. These policies have not been developed previously. For CO oversight, this position must ensure that the departments' building CO projects comply with any statutory limitations on the funding. This position will set policies that help align with existing statutes and administrative rules, and set forth additional rules as needed.