

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

5/04/16

2. Department

Consumer Affairs

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

Office of Administrative Services

4. CEA Position Title

Chief Fiscal Officer

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

The CEA will act as the Chief Fiscal Officer (CFO) for the department and is responsible for development, management, and dissemination of the Department of Consumer Affairs' (DCA) fiscal policy, as well as policy related to administrative program areas such as, Accounting, Cashiering, and Budgets for all of the DCA Boards, Bureaus, and Programs. In addition, the CEA has oversight over the development and administration of program budgets for the DCA's 40 Boards/Bureaus/Programs. The CEA is also a key member of the DCA Executive Management team and is involved in all major decision-making and planning related to the above administrative areas.

6. Reports to: (Class Title/Level)

Deputy Director, Office of Administrative Services

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.

The CEA will act as the Chief Fiscal Officer and be responsible for development, management, and dissemination of the Department of Consumer Affairs' (DCA) fiscal policy, as well as policy related to administrative program areas such as, Accounting (including Accounts Receivable, Accounts Payable, Travel, and CALSTARS units), Cashiering (including Application Services, Renewals, Central Cashiering, and General Ledger units), and the Budget Office for all 40 of the DCA Boards, Bureaus, Committees, and Commission (DCA Programs). In addition, the CEA has oversight over the development and administration of 40 separate and distinct budgets for all of the DCA's Programs. The CEA is also a key member of the DCA Executive Management team and is involved in all major decision-making and planning related to the above administrative areas.

The requested position will oversee the Fiscal and Accounting Offices, both of which report to an Accounting Administrator II and a Staff Services Manager III, respectively. These two managers will report directly to the CEA. The CEA will develop policy and provide direction needed to carry out the DCA's Fiscal and Accounting functions. As part of the DCA Executive Management staff, the CEA will direct the development and implementation of the department-wide Fiscal and Accounting policies and programs as related to the aforementioned programs as well as monitoring the implementation of their strategic business plans and developing and implementing new and continuous improvements. In this capacity, the CEA will report directly to the DCA Deputy Director, Office of Administrative Services.

The CEA is responsible for developing and implementing policy formulation and program development and procedures. While the Deputy Director oversees policy formulation for all of Administrative Services, the CEA will be responsible primarily for the programs he/she oversees. As such, this position plays a significant role in shaping DCA's fiscal policy, by recommending modification of proposed policy for consistency with other DCA programs and policies, identifying the need for new policy, and representing DCA at budget hearings by testifying before the Legislature.

**FISCAL POLICY DEVELOPMENT AND IMPLEMENTATION** - The CEA serves as a member of the DCA Executive Management Team, is responsible for fiscal policy, and assists the Deputy Director, Administrative Services in the formulation, implementation, evaluation, and monitoring of 40 separate program budgets. The CEA, under the direction of the Deputy Director serves as the administrator and manager of the DCA's approximate \$649,000,000 budget.

The CEA will also serve as advisor to the Director and Deputy Director in matters related to the DCA's Fiscal and Accounting Offices. The CEA develops and directs the annual budget planning and preparation and review processes. The CEA serves as a liaison regarding overall fiscal strategies with the DCA Executive Office, the Department of Finance, and the Legislative Analyst's Office. The CEA consults with and acts as an advisor to the DCA Deputy Directors to ensure programs meet specific requirements regarding fiscal policy and accountability for funds and operations. The CEA identifies issues that cross-cut multiple programs and reviews all control agency audit reports, as well as all statutory, budget, and public reports.

The CEA manages staff by participating in the formulation, improvement, management, and evaluation of the DCA's programs and policies. The CEA participates in the review of legislation with fiscal or programmatic impact, testifies before legislative committees, and represents and negotiates for the DCA Programs on fiscally related matters. The CEA oversees the DCA's transition to the FiSCal Project and will be involved in the implementation of the Project's goals and objectives.

The CEA will develop and implement fiscally-related statewide policies and procedures. The CEA will plan, organize, direct, and ensure that the policies and procedures coincide with the DCA's mission and vision while ensuring compliance with all state, federal, and local laws. The CEA will provide programmatic oversight for the Fiscal and Accounting Offices, including promulgating and interpreting policies and regulations established by the DCA. The CEA will provide resolution to controversial and complex matters that result from the administration of the Fiscal and Accounting programs. The CEA will develop policy recommendations necessary to administer the programs and ensure enactment of policies as directed by the DCA.

**ADMINISTRATIVE OVERSIGHT** - The CEA will be the principal administrator and advisor to the Director and Deputy Director for the Fiscal and Accounting Offices regarding policy and resource allocation. The CEA will review and prepare administrative documents, including Budget Change Proposals, statistical reports, and strategic plans. The CEA will have full delegated authority over all policy and resource allocation. The CEA will oversee all administrative functions for the Fiscal and Accounting Offices involving budget development, contract monitoring, facilities management, and personnel administration, including development of policies for the hiring, training, evaluation, and retention of staff.

The CEA will review and approve responses prepared for signature by the Director or Deputy Director pertaining to correspondence related to the areas under the CEA's purview and represent the DCA in meetings with state, federal, or local government and other forums.

The CEA will propose legislation or regulation changes needed and monitor legislation that may directly or indirectly have impact on the DCA and represent the DCA with other state and local government.

**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 Fiscal and Accounting Offices perform essential functions required for day-to-day operation of the DCA. The CEA is the primary liaison between the DCA and the Department of Finance and the Legislative Analyst's Office and is responsible for communicating control agency policies to DCA Programs. The CEA, as a member of the DCA Executive Management Team, is also responsible for fiscal policy, and assists the Deputy Director, Administrative Services, in the formulation, implementation, evaluation, and monitoring of 40 separate program budgets. The CEA serves as the administrator and manager of the DCA's approximate \$649,000,000 budget.

The CEA also develops and directs the annual budget planning and preparation and review processes. The CEA consults with and acts as an advisor to the DCA Deputy Directors to ensure programs meet specific requirements regarding fiscal policy and accountability for funds and operations. The CEA identifies issues that cross-cut multiple programs and reviews all control agency audit reports, as well as all statutory, budget, and public reports.

**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 DCA's increasingly complex fiscal environment has created a need for a dedicated position with the technical skill and expertise to provide appropriate policy guidance and oversight as the DCA continues to grow. In addition, as the State moves forward with the development of a statewide financial management system, the need for an additional leadership position dedicated to fiscal policy is critical to DCA. The CEA will oversee the DCA's Fiscal and Accounting operations and coordinate implementation of FI\$Cal for the DCA, particularly as it relates to interaction with the DCA's budgeting, accounting, and fiscal systems.

Additional and significant workload changes have also occurred as a result of the Governor's Reorganization Plan (GRP) and legislation that established the Bureau of Medical Marijuana Regulation (BMMR) under the DCA's authority. The GRP of 2012 merged the Office of Real Estate Appraisers, the Department of Real Estate, the Structural Pest Control Board, and the Board of Chiropractic Examiners, and the Bureau of Real Estate Appraisers under the authority of the DCA.

Assembly Bill 266 (AB 266) (Bonta, 2015) is one of three bills that enacted the Medical Marijuana Regulation and Safety Act (Act). The bill created the BMMR within the DCA, thereby establishing the Medical Marijuana Regulation and Safety Act Fund, which authorized licensing authorities to administer their respective provisions of the Act.

The addition of BMMR in particular, brings an additional level of complexity to DCA due to politically sensitive issues involved in marijuana regulation. As a result, the DCA is under a higher level of public and legislative interest, scrutiny, and reporting. Utilization and reporting requirements of the additional funding, particularly as related to BMMR, place the DCA at an increased risk of public scrutiny if the funds are not appropriately managed or reported.

### **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.

As an active member of DCA's management team, the CEA position has a major role in the development, implementation, and evaluation of the DCA's policies and program direction pertaining to the DCA's overall mission, including responsibility to evaluate, advise, and provide assistance to the Director and Deputy Director on:

- Establishing and attaining the DCA's goals and objectives developed to meet the DCA's mission and vision.
- Recommending modification of proposed legislation for consistency with DCA programs and policies.
- Identifying the need for new legislation and representing DCA by testifying before the Legislature.
- Defining and refining the mission of the Fiscal and Accounting Offices and formulating long range and annual goals in accordance with DCA's Strategic Plan.
- Establishing comprehensive and aggressive management actions to offset negative effects on consumers, licensees, and staff.
- Developing, implementing, and monitoring performance of the Fiscal and Accounting Offices to ensure success of mandated functions.

The Fiscal Office handles highly visible and sensitive issues regarding program budgets that have political and economic consequences, as well as elicit scrutiny from the Legislature, government agencies, the media, and the public. The CEA must be sensitive to highly confidential personnel and budgetary issues, in addition to the necessity to coordinate DCA policies regarding these issues with management and staff. The DCA has programs that are highly sensitive and controversial, and as a result, the CEA must be prepared to address interest from the Legislature and the Governor's Office regarding the appropriated funding and operation of DCA's programs with tact and diplomacy.

**C. ROLE IN POLICY INFLUENCE (continued)**

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

The CEA has a major role in the development, implementation, and evaluation of the DCA's fiscal policies and program direction pertaining to the DCA's overall mission, including responsibility to evaluate, advise, and provide assistance to the Director and Deputy Director. The CEA has frequent contacts with the DCA Director and Chief Deputy Director, DCA Deputy Directors, the DCA Executive and Administrative staff, DCA Program Executives, the Governor's Office, the Legislature and their staff, other agencies and departmental management, licensees, and the public.

The CEA will function as a top administrative advisor to the Director and Deputy Director on issues relating to the Fiscal and Accounting Offices. This position will be responsible for implementing legislation through policy formulation and program development and procedures.

As principal administrator for the DCA's Fiscal and Accounting Offices, the CEA will have full delegated authority over policy and resource allocation under its programmatic areas.

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

The CEA will be charged with developing and implementing new policy as well as existing policy. The CEA will have a direct impact on the formulation of DCA fiscal policies, executive decision-making, program effectiveness and the quality of services provided to the public and constituent licensees. The CEA will also provide advice and recommendations on fiscally-related best practices.

The CEA will also work in conjunction with DCA Executive Management and other outside state and local governments to accomplish the policy goals and objectives of the DCA and the Office of Administrative Services.