

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

February 12, 2026

2. Department

Franchise Tax Board

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

Technology Services Division/Information Management Bureau

4. CEA Position Title

Chief Data & Analytics Officer

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

The Chief Data & Analytics Officer (CDAO) ensures the secure, compliant, and resilient delivery of enterprise data systems, with an emphasis on quality, accessibility, and operational excellence. This role aligns technology solutions with enterprise architecture and regulatory mandates, while responding to evolving legislative and business needs. The CDAO leads the department's data strategy, governance, and innovation—with a focus on how AI is implemented against data, driving ethical, data-informed decision-making and digital transformation. Together, these roles bridge technology, data, and policy to deliver measurable outcomes, safeguard public trust, and enable enterprise-wide strategic alignment.

6. Reports to: (Class Title/Level)

Chief Information Officer (CIO)/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.

Under the administrative direction of the Technology Services Division, Chief Information Officer (CIO), the Information Management Bureau Director (IMB BD) provides strategic leadership for enterprise systems, data, and AI policy and operations and serves as the Chief Data and Analytics Office (CDAO).

The IMB BD oversees the delivery of secure, compliant, and high-performing data related enterprise systems. This includes full lifecycle accountability—from business analysis through implementation—with a focus on quality, accessibility, and operational resilience.

Overseeing the full software development lifecycle, the IMB BD drives end-to-end accountability—from business analysis through implementation—ensuring system integrity, operational readiness, and service excellence. Through rigorous testing and quality assurance, they safeguard the performance, accessibility, and resilience of mission-critical systems that serve taxpayers, professionals, and partner agencies statewide.

In addition, the IMB BD ensures solutions are strategically aligned with enterprise architecture, secure, compliant with state and federal mandates (e.g., SIMM, CCPA, IRS Pub 1075, WCAG), and responsive to evolving business and legislative needs.

As CDAO, leads department- wide data strategy, governance, and innovation, implementing statewide policies for FTB. This includes establishing enterprise policies for data management, analytics, and the ethical use of AI to drive performance, ensure regulatory compliance, and mitigate risk. The role is critical in shaping how data and AI are used across the enterprise, with direct impact on public services, stakeholder trust, and decision- making.

The CDAO is responsible for:

- Developing and executing enterprise data and analytics strategies.
- Leading data governance, quality, and management practices.
- Driving digital transformation and fostering a data-driven culture.
- Ensuring ethical, transparent, and effective use of AI technologies.

Together, these roles bridge technology, data, and innovation—delivering measurable outcomes, safeguarding public trust, and enabling informed, responsible decision-making across the enterprise.

The IMB BD is a member of the FTB's governance process and executive management team, providing critical and highly sensitive recommendations to the CIO and other FTB senior managers including policy development in support of State Information Management Manual (SIMM) and State Administrative Manual (SAM) directives. All program work is performed within the framework of the Department's mission and values with the objectives of optimizing processes, products, services and resources to better serve our customers. This position provides services which encompass the IT domains of System Engineering + all relevant domains here.

The IMB BD provides leadership to departmental teams in response to legislative, political, and business issues employing knowledge of the departmental strategic goals, understanding of underlying business issues, and coming up with solutions that meet the needs of customers while maintaining efficiency and effectiveness from an automated systems perspective. For instance, facilitating discussions and policy development to address critical departmental challenges such as responding to legislative mandates, determining how to ensure technology procurements and strategic goals align with statewide policies and industry trends (e.g. Agile, DevOps, Automation), strategically evaluating organizational strengths and network optimization, and considering political optics and organizational goals.

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 mission of the Franchise Tax Board is to help taxpayers file timely and accurate tax returns, and pay the correct amount to fund services important to Californians. To accomplish this mission, the CDAO is responsible for optimizing data to increase revenue, improve compliance, and boost operational efficiency. By leading a data-driven strategy, a CDAO helps the department effectively manage the enormous amount of taxpayer and business data collected.

The CDAO's program purpose will include:

Enhancing revenue generation and prevent revenue loss:

- Targeted enforcement: Data analytics helps identify patterns and anomalies that indicate potential tax fraud or non-compliance. This allows for more targeted and efficient audit and enforcement efforts, ensuring that individuals and businesses pay their fair share.
- Increased compliance: Analyzing business and taxpayer data can help identify and register individuals or businesses that are operating without the required permits, helping to close the "tax gap".
- Loss Prevention: Data analytics helps identify fraud patterns and anomalies that businesses areas can evaluate to prevent revenue losses for the state.

Improving operational efficiency:

- Streamlined processes: The CDAO will oversee data modernization efforts, helping to automate manual processes and consolidate data from siloed, legacy systems. This creates a more integrated and accessible data warehouse for the entire agency.
- Reduced technical debt: By modernizing data and analytics infrastructure, the CDAO will technical debt and lower information technology costs.
- Optimized resource allocation: Better data insights enable agencies to identify areas of wasteful spending and reallocate resources more effectively.
- AI integration: The CDAO will lead the development of strategic and operational guidelines for the integration of AI, including generative AI, advancing FTB's digital transformation and supporting its broader

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 need for the CDAO emerged as we faced growing challenges and opportunities related to data. The increasing volume and complexity of data, coupled with the desire to leverage data for strategic advantage, has led to the need for CDAO. This role is essential for several key reasons:

- **Data-Driven Decision Making:** Effective decision-making relies on accurate, timely, and relevant data. A CDAO ensures that data is collected, managed, and analyzed in a way that supports informed strategic choices.
- **Data Governance and Quality:** With vast amounts of data, maintaining its integrity, security, and compliance with regulations is paramount. The CDAO establishes and oversees robust data governance frameworks to ensure data quality and trustworthiness.
- **Maximizing Data Value:** Data is a valuable asset. The CDAO is responsible for identifying opportunities to extract business value from data through advanced analytics, artificial intelligence, and machine learning, driving innovation and operational efficiency.
- **Digital Transformation:** As organizations undergo digital transformation, data becomes the fuel. The CDAO plays a critical role in integrating data strategies with broader digital initiatives, ensuring that data is at the core of new digital products and services.
- **Regulatory Compliance:** Growing data privacy regulations (e.g., GDPR, CCPA) require careful management of personal data. The CDAO ensures that an organization's data practices are compliant and mitigate risks associated with data breaches or misuse.
- **Consolidated Data Strategy:** The CDAO provides a unified vision and strategy for data and analytics across the entire organization, breaking down silos.
- **Emerging Technologies:** The rapid evolution of data analytics tools and technologies, such as AI and big data platforms, requires dedicated leadership to assess, adopt, and implement these innovations effectively.

In essence, the CDAO will provide strategic leadership for the department's data assets, transforming data from a by-product of operations into a core strategic driver for success. The CDAO will specifically focus on improving data maturity, governance, and quality; to enable effective decision-making and reduce risk, while building a data-driven culture.

Specific state regulations and policies associated with this need include:

- Senate Bill (SB) 896, the GenAI Accountability Act, which aims to regulate and mitigate risks associated with GenAI technologies in California by requiring transparency, risk assessments, and clear communication when Artificial Intelligence (AI) is used in state government services.
- Assembly Bill (AB) 2013, Generative artificial intelligence: training data transparency, which mandates the public disclosure of the data used to train GenAI models, including summaries of the data sets and their sources.

FTB has a vast amount of data that drives critical business functions, such as fraud prevention and audit work lists. As outlined in the IT Strategic Plan, FTB aims to leverage data as an asset to improve efficiency, compliance, and service delivery. Establishing the Chief Data & Analytics Officer (CDAO) role, along with a supporting organization, is essential to achieve this vision.

The increased responsibility includes:

- Maximizing data usage across the enterprise for strategic decision-making.
- Ensuring data quality and governance to maintain integrity, security, and compliance.
- Creating a long-term data strategy that serves FTB and its constituents.
- Driving advanced analytics and AI initiatives to extract business value and support innovation.
- Meeting regulatory requirements under SB 896 (GenAI Accountability Act) and AB 2013 (AI training data transparency).

Currently, FTB does not have a specific role dedicated to enterprise-level data leadership. Given the critical nature of FTB's data—for example, providing real-time revenue data to the Department of Finance (DoF) and Governor's Office (GO)—this gap poses risks and limits opportunities.

To support this strategic shift, FTB has established IMB, a data-focused organization designed to serve both FTB and the state's broader data needs. This reorganization consolidates previously fragmented data responsibilities under a unified structure led by the CDAO. It ensures:

- Centralized governance and compliance.
- Alignment with digital transformation initiatives.
- A dedicated team for analytics, AI, and emerging technologies.

The previous concept lacked:

- Enterprise-level accountability for data.
- A unified strategy for governance, analytics, and compliance.
- Capacity to meet new regulatory mandates (SB 896 and AB 2013).
- Leadership to leverage data for innovation and operational efficiency.

Catalysts for change include:

- Regulatory pressure requiring transparency and risk mitigation in AI and data practices.
- Exponential growth in data volume and complexity, making decentralized approaches unsustainable.
- Strategic need to treat data as a core asset, not a by-product of operations.

- **New Working Title:** "Chief Data & Analytics Officer" reflects the expanded scope beyond traditional data management. It signals accountability for data governance, analytics, and AI strategy, aligning with industry standards for executive leadership. Additionally, position numbers will be updated to correspond with the appropriate structure staff will be working within. The current position numbers cannot support this change in structure.

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 the principal policy maker for enterprise data, analytics, and AI's use of data at the Franchise Tax Board (FTB), the Chief Data and Analytics Officer (CDAO) holds executive-level authority to shape and implement policies that directly impact the department's strategic direction, operational performance, and compliance posture. The CDAO's decisions extend beyond the FTB, influencing statewide standards and practices through leadership in governance, innovation, and inter-agency collaboration. CDAOs typically own, co-own or support numerous statewide policies and frameworks. Below are three key policy areas where the CDAO's authority has both identifiable impact and statewide significance:

1. Artificial Intelligence (AI) and Generative AI (GenAI) Governance Policy

- Policy Example: Enterprise AI Use and Accountability Policy

- Impact: Establishes ethical, transparent, and compliant use of AI and GenAI technologies across all FTB programs, in alignment with SB 896 (GenAI Accountability Act), AB 2013 (training data transparency), and Executive Order N-12-23.

- Statewide Impact: As AI adoption expands across state agencies, the CDAO's policy framework can serve as a model for other departments, influencing statewide standards for AI risk management, transparency, and public trust.

2. Enterprise Data Governance and Quality Policy

- Policy Example: Data Stewardship and Quality Assurance Policy

- Impact: Defines standards for data acquisition, stewardship, metadata management, and quality assurance across 200+ FTB systems.

- Statewide Impact: High-quality, interoperable data is essential for cross-agency collaboration. The CDAO's policies ensure FTB data can be securely shared and integrated with other departments, supporting statewide initiatives.

3. Data Privacy and Security Policy

- Policy Example: Data Protection and Privacy Compliance Policy

- Impact: Ensures compliance with IRS Pub 1075, CCPA, WCAG, and other mandates governing the handling of sensitive data, including Federal Tax Information (FTI).

- Statewide Impact: CDAO's policies protect sensitive personal data and uphold public trust. These policies also influence how other departments handle inter-agency data sharing and privacy compliance .

C. ROLE IN POLICY INFLUENCE (continued)

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

The CDAO serves as a key executive leader with enterprise-wide, executive-level authority over FTB's data, analytics, artificial intelligence (AI), and enterprise systems strategy. This unified role combines oversight of secure, high-performing technology platforms with leadership in data governance, AI innovation, and digital transformation—ensuring all solutions are strategically aligned with enterprise architecture, compliant with state and federal mandates (e.g., SIMM, CCPA, IRS Pub 1075, WCAG), and responsive to evolving legislative and business needs.

As a member of FTB's executive management team and governance process, the CDAO:

- Develops and executes enterprise data and analytics strategies that drive performance, innovation, and public value.
- Establishes and enforces enterprise policies for data governance, quality, stewardship, interoperability, and open data.
- Leads the ethical, transparent, and compliant use of AI and GenAI technologies, in alignment with SB 896, AB 2013, Executive Order N-12-23, and other regulatory frameworks.
- Oversees the full lifecycle of enterprise systems, from business analysis through implementation, ensuring operational readiness, system integrity, and service excellence.
- Authorizes and prioritizes AI and data-driven initiatives, including proofs of concept, enterprise deployments, and system retirements.
- Approves inter-agency agreements for data sharing, joint AI development, and multi-agency risk management.
- Determines risk acceptance and mitigation strategies for AI-enabled systems and enterprise technologies.
- Guides policy development and technology investments that align with statewide priorities such as Agile, DevOps, automation, and digital equity.

This consolidated CDAO role bridges technology, data, and innovation—delivering measurable outcomes, safeguarding public trust, and enabling informed, responsible decision-making across the enterprise.

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

The CDAO will lead the development and implementation of new enterprise policies while also interpreting and operationalizing existing policies across data governance, artificial intelligence (AI), and enterprise data systems. This includes translating legislative mandates, regulatory requirements, and statewide directives into actionable frameworks that guide system design, data use, and technology deployment. The CDAO will ensure policies are aligned with FTB's strategic goals, compliant with state and federal laws, and responsive to evolving business needs—while also providing authoritative guidance to executive leadership, program areas, and inter-agency partners.