

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

November 8, 2017

2. Department

Department of California Tax and Fee Administration

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

Technology Services Division

4. CEA Position Title

Chief Information Officer (CIO)

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

The Chief Information Officer, Technology Services Division (TSD) serves as CDTFA's chief policy maker and highest level technical expert. Oversees Information Technology (IT) policy, and provides leadership and management for CDTFA's enterprise IT program. Serves as a member of CDTFA's Executive Team, Governance Council and Steering Committee for the Centralized Revenue Opportunity System (CROS) Project. The CIO pro-actively participates with the Executive Team in development of the CDTFA strategic and policy direction, and is responsible for CDTFA's IT vision, Strategic Plan, program policy and planning, and performance management. The CIO serves as a change agent in pro-actively planning, organizing, leading and controlling CDTFA's large, complex IT program - designed to accomplish CDTFA's mission and facilitate implementation of the CDTFA's Strategic Plan. The incumbent, is also responsible for the day-to-day execution of IT operations including application development and implementation, production and network planning and support, information security, enterprise architecture and client server applications, and serves as the highest level technical expert on CDTFA IT projects.

6. Reports to: (Class Title/Level)

Director and Chief Deputy Director

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 general direction of the CA Department of Tax and Fee Administration (CDTFA) Director and Chief Deputy Director, the CIO is responsible to plan, organize, lead and control CDTFA's IT program through establishment of a business technology vision, Information Management Strategic Plan, an annual program and operations plan, an IT budget, and an IT governance, policy and operations framework.

This includes enterprise IT planning and policy development, administrative support, performance evaluation and operational recovery. The CIO is also responsible for critical IT functions including: application development, network and production support, information security, enterprise architecture and standards, database administration, applications implementation support and change management, quality assurance and testing, and client server applications. Through 36 subordinate managers and supervisors, manages and directs the work of a multi-disciplinary staff of approximately 360 IT specialists, a number of independent project contractors, administrative support, and a budget of approximately \$64 million. Responsibilities include communication and liaison with control agencies (California Department of Technology, Department of Finance, General Services, and California Department of Human Resources), Legislative Analyst's Office, State Data Centers, and members of the legislature/their staff. Participates in the Strategic Tax Partnership (CDTFA/EDD/FTB) and Fed/State Tax Partnership (CDTFA/EDD/FTB/IRS). Participates as a representative with the Federation of Tax Administrators.

As a member of the CDTFA's Executive Team Governance Council, participates in the establishment and implementation of CDTFA's Mission, Strategic Plan and enterprise policy direction. Advises CDTFA management on IT policy formulation in support of the CDTFA Mission and Strategic Plan. Participates with the Executive Team, individually and collectively, in the identification and resolution of key policy issues affecting business and IT operations. Advises CDTFA Executive Team their staff on IT policy and operations as they affect the CDTFA's mission and direction. Represents the CDTFA at various statewide forums and on statewide policy setting organizations (i.e., IT Council) that address the State's IT program direction and policies.

The CIO is responsible for providing assurance that these functions are adequately coordinated, and provide quality services necessary to achieve the CDTFA's business objectives.

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: As the CDTFA's top technical management information system expert and manager of this function, the position impacts virtually all aspects of the CDTFA's programs and mission. Recommendations and implementation of the management information function can significantly impact the Department, CDTFA management, other state data centers, as well as local government taxing authorities.

The CIO formulates, recommends and implements department wide IT policies. The CIO is responsible for planning, organizing, leading and controlling the work of CDTFA's IT Program and Technology Services Division (TSD). The CIO must pro-actively participate in the development and successful attainment of CDTFA's business vision, mission, and Strategic and IT Plans. Serves as a member of the CDTFA executive team an CDTFA Governance Council, and participates in development of CDTFA's enterprise direction and in the strategic development of business and tactical plans that support the Strategic Plan. In that context, the CIO serves as a change agent in developing and managing CDTFA's IT vision, program, and governance process, planning, policy and operations framework. The IT program consists of: strategic and IT enterprise planning and policy development; IT project management, performance management/evaluation, training and administrative support; operational recovery; and IT operations (enterprise architecture; application development; information security; network infrastructure and support; change management; data/database administration; quality assurance and testing; and customer support).

Additionally, the CIO has oversight of the Centralized Revenue Opportunity System (CROS) which will enhance business processes and automation for the CDTFA's major tax and fee processes, including registration, return processing, cashiering, collections, audits, and appeals functions. It will replace BOE's current automation systems – IRIS and ACMS, implement a data warehouse and expand eServices.

The CROS System will have a statewide impact and has a direct impact to the ability to collect the \$60 billion dollars in taxes collected and administered by the CDTFA, and the delivery of services associated with California tax and fee payers. The CROS system will also support State government operations and local jurisdictions.

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 CEA was last filled September 2011 and vacated September 2017. The CEA currently serves as the CIO responsible for formulating, recommending, and implementing policies and procedures and serves as the Chief Policy maker and highest level technical expert. Oversees IT policy, and provides leadership and management for CDTFA's enterprise Information Technology (IT) program. Serves as a member of CDTFA's Executive Team, Governance Council and Steering Committee for the Centralized Revenue Opportunity System (CROS) Project. The CIO pro-actively participates with the Executive Team in development of the CDTFA strategic and policy direction, and is responsible for CDTFA's IT vision, Strategic Plan, program policy and planning, and performance management. The CIO serves as a change agent in pro-actively planning, organizing, leading and controlling CDTFA's large, complex IT program - designed to accomplish CDTFA's mission and facilitate implementation of the CDTFA's Strategic Plan. The incumbent is also responsible for the day-to-day execution of IT operations including application development and implementation, production and network planning and support, information security, enterprise architecture and client server applications, and serves as the highest level technical expert on CDTFA IT projects.

The CIO will continue the current roles and responsibilities, however, modifications to the duties include absorbing oversight of the CROS Project as well the Information Security Office. This modification of the duties ensures the CEA serving as the CIO is at a level necessary to manage the operations and policies associated with the IT organization.

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.

The CIO has full policy responsibility of IT policy. The CIO will engage in policy formation and modification as it relates to IT. The CIO is responsible for the development, evaluation, and implementation of new and existing policy.

This position serves as CDTFA's chief policy maker and highest level technical expert on IT policy and information management. The position is responsible for apprising and advising the Director, Chief Deputy Director and Executive team on IT vision, governance, policy direction, best practices, sensitive issues and problems and opportunities. CDTFA's IT program is mission critical in administering a revenue stream of approximately \$64.3 billion that supports state and local government operations.

The CIO participates in planning and development of CDTFA's enterprise and IT strategic and policy direction. This is accomplished through collaboration with the CDTFA executive management team. This responsibility impacts all CDTFA policy and business operations.

The CIO is a member of CDTFA's Executive Management team and participates in the development of policies, standards and business practices. This includes responsibility for the technology environment. Successful development and implementation of CDTFA business and IT policies is critical to the CDTFA's accomplishment of its mission. "... to serve the public through fair, effective, and efficient tax administration" in an effective and efficient manner at the lowest possible cost.

Direction set by the CIO will have a direct effect on the CDTFA's ability to meet federal and state mandates that requires the Department to implement the collection of new taxes and/or fees. Planning and policy decisions made by the CIO will ultimately impact the efficiency and effectiveness of management of the second largest revenue source for State government operations, and local jurisdictions.

The CIO will ensure that the business policies, goals, and objectives are met. The CIO will provide consultation and advise the Department's Executive Staff on policies, and will also represent the CDTFA in meetings and hearings with the Legislature, the Governor's Office, departmental steering committees, provider groups and associations, and Project Sponsors.

C. ROLE IN POLICY INFLUENCE (continued)

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

The CIO exercises significant independence and authority, and must work collaboratively with the Executive Management Team, Steering Committees, and various stakeholders.

The primary role of the CIO is to participate in establishing and implementing CDTFA's enterprise business strategic direction and directing CDTFA's information management program in support of the enterprise strategic direction. In this capacity, the position is responsible for advising and making policy recommendations to CDTFA executive management; overseeing the development, implementation and maintenance of the CDTFA's existing systems; overseeing information security, risk management and business continuity, technology tracking, telecommunication, liaison with data centers and support for production, technical environment, and end user computing, and equipment procurement and installation.

The CIO reports to the Director and Chief Deputy Director. The CIO acts independently in participating in the development and management of CDTFA's business and IT strategic and policy direction. While the CIO exercises significant independence and authority, this individual must work collaboratively with the Executive Management team and other CIOs in establishing the Department's policy and strategic direction based on best practices.

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

The CIO acts independently in participating in the development and management of CDTFA's business and IT strategic and policy direction. While the CIO exercises significant independence and authority, this individual must work collaboratively with the Executive Management team and other CIO's in establishing the Department's policy and strategic direction based on best practices.

The CIO will engage in policy formation and modification as it relates IT policy. The CIO is responsible for the development, evaluation, and implementation of new and existing IT policy. The CIO will ensure that the business policies, goals, and objectives are met. The CIO will provide consultation and advise the Department's Executive Staff on policies. The CIO recommends IT policy to the Deputy Directors responsible for the administration of various sales and use tax programs throughout the State of California. The CIO will also represent the CDTFA in meetings and hearings with the Legislature, the Governor's Office, departmental steering committees, and provider groups and associations.

The policies and procedures implemented by the CIO will impact all CDTFA tax and fee programs.