

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

July 12, 2017

2. Department

California Department of Tax and Fee Administration

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

Executive/Centralized Revenue Opportunity System (CROS)

4. CEA Position Title

CROS Project Director

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

The Project Director has full management responsibility for the successful implementation of CROS, the replacement of the current Integrated Revenue Information System (IRIS) and the Automated Compliance Management System (ACMS). The Project Director formulates, recommends and implements department wide policies with significant impact on all programs related to the project. The incumbent works cooperatively with California Department of Tax and Fee Administration (CDTFA) business owners and process users to refine the CDTFA strategic vision into objectives and concrete measurements that define the scope and desired outcome of the project, assures the project embodies the CDTFA business vision, goals, objectives, policies and procedures as reflected in business requirements, responsible for ensuring project compliance with the (CDTFA) policies, standards, and strategic directives.

6. Reports to: (Class Title/Level)

CEA, Level B

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 Chief Deputy Director, the Project Director oversees the Centralized Revenue Opportunity System (CROS) Project. The Project Director has full management responsibility for the successful implementation of CROS, the replacement of the current Integrated Revenue Information System (IRIS) and the Automated Compliance Management System (ACMS). Specifically, the Project Director plans, organizes and directs all activities associated with completion of the project including the development of sensitive and complex policies and procedures to ensure successful design, development and implementation of the project, strategic planning, implementation, conversion, acquisition, design and maintenance of software and infrastructure to complete replacement of the existing IRIS and ACMS. Integrates new policies, processes, and procedures with existing policies, processes, and procedures to ensure mission critical business needs are met. Coordinate the creation and implementation of a structured change management approach to ensure minimal disruption to services.

The Project Director must coordinate the work of multiple teams, subject matter experts, and multiple contractors and oversees all activities of the CROS project. Ensures goals and objectives are accomplished with the timeframes required, and provides oversight of the scope and objective management, project change control, project strategic planning, project issue management, and project risk management. The Project Director manages, provides ongoing review/updates, and approval and acceptance of significant project deliverables for the successful implementation, systems solutions, and components to be implemented as a production environment. The Project Director is responsible for the creation of a structured change management approach that will be used to transition impacted individuals, teams and CDTFA from its current state to the desired state, a communication plan and reporting process that will ensure clear and consistent communication with key project stakeholders. Disseminate project information to assure alignment with project decisions and direction.

The Project Director exercises significant independence and authority, and must work collaboratively with the Executive Management Team, CROS Steering Committee, and other project stakeholders in establishing and implementing the CROS Project's policies, objectives and strategic direction. The Project Director provides a single point of accountability to deliver the project in accordance with the project commitments, to manage and direct assigned project resources, and make decisions regarding the project direction.

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 Project Director formulates, recommends and implements department wide policies with significant impact on all programs related to the project. The incumbent works cooperatively with California Department of Tax and Fee Administration (CDTFA) business owners and process users to refine the CDTFA strategic vision into objectives and concrete measurements that define the scope and desired outcome of the project, assures the project embodies the CDTFA business vision, goals, objectives, policies and procedures as reflected in business requirements, responsible for ensuring project compliance with the (CDTFA) policies, standards, and strategic directives. The Project Director will represent the CDTFA in ongoing contracts related to the project with the Department of Technology, Department of Finance, state control agencies, Legislature, advocate and constituents and statewide organizations on matters concerning the work of the project.

The CROS project 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 CDTFA's current automation systems – IRIS and ACMS, implement a data warehouse and expand eServices. Benefits of the new system will include:

- o Increased tax and fee revenues – by providing additional data collection, improving access to data and sharing of data for improved business efficiencies.
- o Improve service to tax and fee payers and other customers - by providing additional on-line services and the ability to more easily access information associated with their individual business or businesses, agency or department.
- o An improved technical environment – designed using industry best practices, to provide a flexible, robust environment that provides the CDTFA with an intuitive and easy to use and access system.

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 April 2016 and vacated February 2017. The CEA previously served as the Chief Technology Officer (CTO), and served as the Centralized Revenue Opportunity System (CROS) Project Director responsible for formulating, recommending, and implementing policies and procedures for the CDTFA's CROS Project in order to replace the current Integrated Revenue Information Systems (IRIS) and the Automated Compliance Management System (ACMS).

The CROS Project Director will continue to manage the large, complex CROS application and system that will administer \$53 billion in taxes and fees and an enterprise corporate database that supports CDTFA's approximately 20+ tax and fee programs. The CEA will also continue to participate in development and successful attainment of CDTFA's business vision, mission, Strategic Plan and policy direction, and is responsible for the day-to-day development/implementation of CDTFA's CROS application, system, enterprise architecture and infrastructure in support of the business strategic plan and direction. The Project Director has ongoing contact with CDTFA Division Chiefs (CEA's), the CIO, Executive Director, Executive Management, the Department of Finance, legislature Office, its industry representatives, other state agencies and independent IT contractors.

The CEA duties have been assessed and have been updated to remove the Chief Technology Officer (CTO) role. The CTO role has been absorbed by the CIO in the Technology Services Department (TSD), and the TSD Division Chiefs. This modification of the duties ensures the CEA serving as the CROS Project Director can solely focus on the CROS project to ensure a successful implementation.

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 Project Director will have full policy responsibility for the CROS Project. The Project Director will engage in policy formation and modification as it relates to the scope of the project. The Project Director is responsible for the development, evaluation, and implementation of new and existing policy.

The Project Director will ensure that the business policies, goals, and objectives are met. The Project Director will provide consultation and advise the Department's Executive Staff and the Project Sponsors on policies related to CROS. The Project Sponsors are comprised of Deputy Directors responsible for the administration of various sales and use tax programs throughout the State of California. The external members include high-level staff from state control agencies, including the Department of Finance, the State Controller, the Department of Technology, and the Department of General Services. In addition, the incumbent has direct contact and oversight over numerous vendors, subject matter experts and consultants.

The Project Director will also represent the CDTFA in meetings and hearings with the Legislature, the Governor's Office, departmental steering committees, provider groups and associations, and the Project Sponsors. The Project Director is the central point of external communication for the project.

The statewide impact of the assigned program is complex, large, and politically sensitive because issues and objectives addressed by the Project Director directly impact the businesses of CDTFA and the direct delivery of services associated with the administration of taxes and fees throughout the State of California. The current legacy systems are the store house for data and information related to taxpayer's records and business processes. As such, the scope of this project, and the success associated with the implementation of a new system is critical to CDTFA's ability to successfully administer the tax programs under its jurisdiction.

The successful administration of these tax programs has a direct impact on the revenue generated by the CDTFA for the State of California.

The policies and procedures implemented by the Project Director will impact all CDTFA tax and fee programs, which in turn impacts CEA's department-wide.

C. ROLE IN POLICY INFLUENCE (continued)

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

The Project Director exercises significant independence and authority, and must work collaboratively with the Executive Management Team, CROS Steering Committee, and other project stakeholders in establishing and implementing the CROS Project's policies, objectives and strategic direction.

The Project Director provides a single point of accountability to deliver the project in accordance with the project commitments, to manage and direct assigned project resources, and make decisions regarding the project direction.

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

The Project Director will have full policy responsibility for the CROS Project. The Project Director will engage in policy formation and modification as it relates to the scope of the project. The Project Director is responsible for the development, evaluation, and implementation of new and existing policy. The Project Director will ensure that the business policies, goals, and objectives are met. The Project Director will provide consultation and advise the Department's Executive Staff and the Project Sponsors on policies related to CROS. The Project Sponsors are comprised of Deputy Directors responsible for the administration of various sales and use tax programs throughout the State of California. The external members include high-level staff from state control agencies, including the Department of Finance, the State Controller, the Office of the State Chief Information Officer, and the Department of General Services. In addition, the incumbent has direct contact and oversight over numerous vendors, subject matter experts and consultants.

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