

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

June 1, 2016

2. Department

Department of Housing and Community Development

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

Administration and Management Division/Information Technology Branch

4. CEA Position Title

Chief Information Officer

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

The Department of Housing and Community Development (HCD) is requesting to convert a vacant SSM3 position to a CEA A position to create an Assistant Deputy Director for Information Technology. The incumbent will have responsibility for policy development, implementation, and oversight of all aspects of IT and statistical analysis of all HCD data and business processes. The proposed CEA position will provide high-level policy design and oversight, overseeing HCD's IT operations and a complex IT environment of systems and personnel, providing crucial support and strategic direction needed to meet HCD's mission, goals and objectives.

HCD is the primary governmental entity consulted on all matters related to statewide housing policy. Effective leadership in that complex public policy arena requires extensive data collection and analysis capabilities. It is expected that the CEA will lead an effort to overhaul data collection and analysis capabilities in order to provide better data to policy-makers and refine the focus of housing investments, finally turning the corner on affordability.

6. Reports to: (Class Title/Level)

CEA 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.

The proposed CEA position will provide high-level policy design and oversight, and oversee HCD's IT operations, helping HCD realize its mission to promote leadership, policies, and programs to preserve and expand safe and affordable housing opportunities and promote strong communities for all Californians.

POLICY

The CEA will be responsible for the development, establishment, and administration of all technology-related policy for HCD. The CEA will oversee the implementation and adherence to State IT policy standards, instructions, and guidelines, including the State Administrative Manual (SAM), Statewide Information Management Manual (SIMM), Technology Letters, the State's IT Strategic Plan, IT-related Executive Orders, IT-related Budget Letters, IT-related management memos, and related memoranda.

In implementing and ensuring compliance with the SIMM, the CEA will ensure all schedules and reporting requirements are met, including Special Project Report requirements, the Information Technology Project Oversight Framework, and the new California Department of Technology (CTD) stagegate process (of which HCD already has one project in the queue—see below).

The CEA will oversee the creation and implementation of the IT strategic plan, ensuring the plan is consistent with statewide direction for IT, aligned with statewide policies in SAM and the SIMM, aligned with department and agency business strategies, responsive to all IT threats and weaknesses, adaptable to new technology and practices, and supportive of current and planned IT infrastructure. The CEA will also oversee and update the agency information management strategy (AIMS), which will accompany the strategic planning effort.

The CEA will direct the development of IT project planning documents, including project charters and project governance processes for IT projects and related efforts. In developing IT projects, the CEA will ensure that IT investments drive program efficiency and effectiveness and improve the quality of government services, facilitate improvements to internal business processes, link IT investments to department priorities and business direction, enhance and promote enterprise data sharing, and provide the alignment of IT investments with enterprise architecture, consistent with the State's Project Management Body of Knowledge (PMBOK) manual.

The CEA will design, oversee, and ensure proper implementation and testing of the Department's IT infrastructure and security systems. He or she will oversee the Technology Recovery Plan, which articulates how HCD will recover if major IT systems are lost. The CEA will arrange testing and evaluation services, and ensure IT and the senior executive members of the TRP team are able to meet their obligations when major systems are lost. Similarly, the CEA will oversee training and implement findings under the AB 670, the recently-enacted measure requiring in-depth IT system security testing triennially. The CEA will also ensure that the confidential, sensitive, and personal identifying information is encrypted in accordance with SAM 5350.1 and SIMM 5305-A, and at the necessary level of encryption.

The majority of HCD staff are in department specific classifications, specializing in complex financial transactions involving land use, environmental regulations, construction financing, project monitoring, and public policy evaluation. HCD is the primary governmental entity consulted on all matters related to statewide housing policy and effective leadership in that complex public policy arena requires extensive data collection and analysis capabilities. To date, those capabilities have been limited and sometimes flawed. It is expected that the CEA will lead an effort to overhaul data collection and analysis capabilities in order to provide better data to policymakers and refine the focus of housing investments, finally turning the corner on affordability.

The CEA will lead the HCD Information Technology Steering Committee (ITSC). Established in 2014, the ITSC serves as an advisory board of the IT Branch and a forum to create and monitor HCD's IT goals. The ITSC provides guidance regarding business needs and delivery of technology services to best support HCD's mission and programs. The ITSC receives input from HCD management to guide its operations and the delivery of IT services.

The CEA will also serve as the principal IT liaison between HCD and other state, federal, and local agencies, as well as the general public, on major systems affecting HCD's stakeholders.

OPERATIONS

The proposed CEA will oversee an office of exceptional mobility, complexity, and dispersion for a department of its size. The ITB supports more than 550 staff in six field offices, including 50 mobile district representatives located throughout the state. The CEA will oversee staff that provide both home and office computing and telecommunications support, as well as a full mobile computing equipment suite for staff who inspect mobile home parks and manufactured housing.

The IT office meets the SPB criteria as one of the "most complex" IT departments in the State. The functional areas include applications development and maintenance, production and operations, technical support, and data processing administration.

The CEA will oversee an office with a delegated IT authority of \$1 million, one of the highest among departments of comparable size.

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: HCD's mission is to, "provide leadership, policies and programs to preserve and expand safe and affordable housing opportunities and promote strong communities for all Californians."

At an accelerating rate and under increasing demands from statewide public officials, HCD implements this mission directly to Californians through its IT systems. Whether filling out forms online to fund a multimillion-dollar housing project, or through electronic processing and payment systems to register a mobile home, or through the laptop used to document a field visit to a mobile home park, IT systems must be modern and reliable.

Furthermore, this position will establish the essential link between the HCD staff who deliver affordable housing projects statewide and their data results, and the public policy makers aggressively seeking to make homes affordable again. The CEA will provide the missing connection between the two by enhancing what is collected, how it is displayed, simplifying how it can be analyzed and dramatically expanding how the data may be used.

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 classification level for HCD's ITB was established when HCD's IT infrastructure was simpler and less technologically complex. The number of ITB positions has grown over time, and the ITB classifications as a whole have risen as well. For example, in 1999 ITB employed 30 staff. In July 2016 ITB will have 42 staff and 6 contractors—a 60 percent increase in staff. Additionally, four lower-level classifications are no longer used in the ITB, including:

- Office Assistant
- Student Assistant
- Information Systems Technician
- Program Technician

AS the complexity of HCD's IT environment has increased, ITB classification levels have increased as well. Since 1999 ITB has added several higher-level classifications, namely:

- Two DPM 2
- Four SPA
- Three SSS I (Tech)
- Three SSS II (Tech)
- One SSS II (Sup)

The complexity of the ITB operations is further evidenced by the use of IT contractors to maintain and enhance HCD's IT environment. ITB uses contractors to perform critical programming, report development, and systems administration work. While state staff would be preferred there are few-if any-with the training and credentials to perform Java programming, Crystal Reports development, Weblogic administration, and Java application business analysis, to name a few. ITB uses six contractors on a long-term, multiyear basis, to support the Codes and Standards Application (CASAS) 2.0 project and the Consolidated Automated Program Enterprise System (CAPES). In addition, ITB uses two more contractors to support short-term IT efforts, including the Bond Tracking Automation System and the redesign of the HCD website.

The number and complexity of IT systems has grown substantially as well. Whereas HCD had had, at most, one major IT project underway at any time, it is now embarking on at least three.

Additionally, the accelerating loss of affordable homes in California has reached a critical stage and the Legislature, Administration, Federal agencies, and local public officials are focused on finding the most effective solutions to reversing that. This CEA will establish the essential link between the HCD staff who deliver affordable housing projects statewide and their data results, and the public policy makers aggressively seeking to make homes affordable again. The CEA will provide the missing connection between the two by enhancing what is collected, how it is displayed, simplifying how it can be analyzed and dramatically expanding how the data may be used.

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 rapid decline in housing affordability has reached a critical stage and the Legislature, Administration, Federal agencies, and local public officials are scrambling to find effective solutions to restore affordability. This CEA will be the essential link between the HCD staff who deliver affordable housing projects statewide and their data results, and the public policy makers aggressively seeking to make homes affordable again. The CEA will connect the two by enhancing what is collected, how it is displayed, simplifying how it can be analyzed, and dramatically expanding how the data may be used.

The CEA will be responsible for the development, establishment, and administration of all technology-related policy for HCD. The CEA will oversee the development of project planning documents, including project charters and project governance processes for IT projects and related efforts.

The CEA will be responsible for implementing AB 670 (Statutes of 2015), requiring departments to create comprehensive cyber security and testing plans, and fund external audits where the audit results will be shared publicly. HCD will be in the first wave of the exam and it is critical that a CEA-level IT manager lead the efforts to ensure compliance.

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The CEA will lead the Information Technology Steering Committee (ITSC). Established in 2014, the ITSC serves as an advisory board of the IT branch and a forum to create and monitor HCD's IT goals. The ITSC provides guidance regarding business needs and delivery of technology services to best support HCD's mission and programs. The ITSC receives input from HCD management to guide its operations and the delivery of IT services.

C. ROLE IN POLICY INFLUENCE (continued)

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

The CEA will serve as a member of HCD's executive team, directly assisting department leadership in designing IT solutions to affordable housing-related public policy problems. The CEA will be the Director's principal advisor on all matters related to IT.

The CEA will oversee an office of 38 staff and six contractors. Effective July 1, 2016, a budget augmentation will add four positions.

The CEA will also develop all IT-related policies for the department.

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

The CEA will work directly with the Director, Chief Deputy, and Deputy Directors in interpreting policies and crafting IT policies that protect and build safe and affordable housing across California.

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