

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

August 20, 2018

2. Department

California Air Resources Board

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

Transportation Systems Division

4. CEA Position Title

Division Chief

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

The California Air Resources Board's (CARB) mission is to promote and protect public health, welfare and ecological resources through the effective and efficient reduction of air pollutants while recognizing and considering the effects on the economy and the State.

Under the broad direction of the Deputy Executive Officer, the Chief of the Transportation Systems Division (TSD) will plan, organize and direct the work of the Division's multidisciplinary professional staff of engineers, scientists and planners to identify issues, formulate policies and develop and implement strategies to best meet the requirements of the federal Clean Air Act, the California Clean Air Act, State statutes, and global warming laws. This position focuses specifically on development and implementation of strategies to reduce emissions from the transportation sector, which is responsible for over 80% of smog and particle-forming NOx emissions and over 50% of greenhouse gas emissions in California.

6. Reports to: (Class Title/Level)

Deputy Executive Officer, 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 broad direction of the Deputy Executive Officer, the Chief of TSD will plan, organize and direct the work of the Division's multidisciplinary professional staff of engineers, scientists and planners to identify issues, formulate policies and develop and implement strategies to best meet the requirements of the federal Clean Air Act, the California Clean Air Act, State statutes, and global warming laws. The Chief of TSD will direct the development and implementation of regulations, planning documents and programs to address legislative requirements and Board needs. The Chief of TSD will represent the Board and Executive Office in meetings with advisory committees; the legislature; local, state, federal and international agencies; non-governmental organizations; industry groups; academic and research organizations; and the public.

Transportation Sector is responsible for over 50 percent of GHG emissions and over 80 percent of smog and particle forming NOx emissions. California cannot provide healthful air and contribute to improvements in global warming without substantial reductions from the transportation sector. Currently, oversight of transportation programs and policies are spread across multiple divisions. Policy decisions can be better coordinated and programs can be better implemented for maximum impact if these programs are consolidated. This re-organization will also relieve pressure on one very large division.

This position would be focused on long-range planning to reduce transportation emissions from a technology, transportation planning, and incentive perspective. Specific responsibilities would include:

- Oversee the development and implementation of regulations to require lower-emission cars and light trucks, including advanced technology vehicles such as electric cars, and automated and connected vehicles;
- Oversee the implementation of programs to reduce vehicle miles traveled toward meeting state air quality and climate goals, including SB375 targets on Metropolitan Planning Organizations and coordinating activities with state and local agencies to reduce Vehicle Miles Traveled (VMT) as directed by statute;
- Oversee modeling of environmental impacts from land use practices, policies to reduce these environmental impacts, and research into new modeling tools, policies and practices;
- Coordinate state expenditures of California Climate Incentive funds designed to reduce transportation emissions and VMT, including funds appropriated to other state agencies.

The Chief of TSD will interact with CARB's Executive team on a daily basis and will be responsible for developing new policies to address emerging air quality and climate change issues. The Chief of TSD will also be responsible for implementing existing policies and programs including developing recommendations for action as issues arise. This reorganization and the creation of this position will relieve workload and pressure on existing CEAs.

Under the administrative direction of CARB and its Executive Officer, the Chief of TSD will plan, organize and direct the work of the Division's programs and staff, formulate policy and policy recommendations; act as part of the Executive Staff in the identification of issues, formulation of policies and development of strategies to best meet program objectives, and represent the Board in negotiating issues related to regulations with manufacturers, federal, state and local agencies and the general public.

The Chief of TSD will plan, organize, and direct the work of a multi-disciplinary professional and technical staff involved in the evaluation and development of strategies for the control of emissions from transportation sources; coordination with the U.S. Environmental Protection Agency, regional and local agencies to develop regulations and other programs; evaluation of air quality impacts from transportation sources; determination of the effects of control systems and process modifications; and promotion of effective regional and local programs through financial and technical support.

The Chief of TSD will formulate and recommend policy regarding emissions and related air quality issues from transportation sources; provide consultation and assistance to federal, state, regional and local agencies on air pollution problems; and coordinate air pollution control activities with those of other programs or services of the Board and state and local and regional agencies. The Chief of TSD will also participate in the formulation of administration policies, represent the Executive Officer in matters relating to the program and operations of the Division; and prepare budgetary estimates and recommendations. The Chief of TSD will select and train staff and evaluate their performance and take appropriate action or make recommendations; appear before legislative committees; address interested stakeholder groups; and prepare and review various documents.

**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 TSD will be responsible for reducing smog and particle forming NOx emissions, and GHG emissions. CARB cannot achieve its mission of providing healthful air to all Californians and reducing greenhouse gas emissions without substantial reductions in transportation emissions. Although CARB currently has programs that address transportation emissions, they are not as effective as they need to be because they are spread throughout the agency, and lack coordinated policymaking. The creation of this new division and new Chief of TSD, and centralizing the work is critical to maximizing reductions in transportation emissions.

## 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.

In 2015, CARB announced an enforcement action against Volkswagen for their use of an illegal “defeat device” that circumvented the emission control system used to control for smog and particle forming NOx. CARB has announced enforcement action about Fiat Chrysler for use of defeat devices, and is continuing to investigate other vehicle manufacturers. All of these activities may result in additional settlements which must be implemented by CARB. CARB received additional positions to both implement the Volkswagen Settlement and prevent future incidents from occurring.

With the addition of these positions to the Emission Compliance, Automobile Regulation and Science Division (ECARS), the division has grown significantly and the span of control has become too large to manage as a single division, even with two Assistant Division Chiefs. The current responsibilities of ECARS include the following: development and implementation of the clean cars program; development and implementation of the zero-emission vehicle (electric car) program; certification of all light-duty vehicles, heavy-duty engines, motorcycles, and off-road engines sold in California; certification of aftermarket parts for cars, light-trucks, heavy-duty trucks and off-road equipment; testing of light duty cars to ensure they meet emissions standards; field operations to ensure cars meet warranty requirements; testing and evaluation to ensure cars, light trucks, diesel engines and off-road engines meet in-use emission standards; laboratory operations to analyze gases collected during car and engine testing; laboratory testing to ensure transportation fuels meet emission standards; and development and implementation of the on-board diagnostics (“check engine” light) program.

This request for a new CEA is part of a broader reorganization that will consolidate programs with the closest relationships into the same division, facilitate an increased focus on long-term transportation planning, and create divisions which have a manageable set of programs and number of staff. Under this reorganization, the existing Division Chief of ECARS will take responsibility for the renamed Emissions Certification and Compliance Division. This new CEA will be the Division Chief for the newly created Transportation Systems Division. CARB is also requesting (under separate cover) a new CEA for the Division Chief of the newly created Mobile Source Laboratory Division.

This re-organization is necessary to ensure close coordination between transportation planning, infrastructure investments, technology regulations, climate investments and transportation incentives. Units within the new division will:

- Oversee the broader policy development associated with reducing VMT, including working with state and local agencies on state and regional transportation plans and transportation expenditures,
- Review and comment on local land use plans, local development and transportation projects to ensure they are consistent with CARB's mission to improve air quality and reduce GHG emissions,
- Develop and implement cleaner car and light truck regulations, including advanced technology vehicles such as electric cars,
- Analyze the emissions of proposed land use and transportation projects, and engage in transportation research and quantification methods to support selection of projects that support CARB's mission; and
- Coordinate transportation-related investment with land use and natural resources investments under the California Climate Investment program.

### 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.

**New Car Standards:** This position would oversee the development and implementation of emission standards that require new cars and light trucks to reduce their smog-forming and greenhouse gas emissions. These standards also call for increasing numbers of zero-emission vehicles in order to meet the State's clean air and climate goals. As discussed earlier, transportation is a largest source of both air pollution and greenhouse gas emissions in the State. California is the only state with the authority to set its own car emission standards, and under Federal law, other states can either choose to use California's standards or the federal standards. Twelve other jurisdictions have chosen to use California's standards for clean cars, representing over a third of the auto sales in the nation. Because of this, California's car program attract significant attention from both domestic and international auto manufacturers. California's emission standards are recognized around the world with dozens international visitors each year traveling to the State to meet with our emission experts. Cars are ubiquitous in California, and the air pollution they emit (especially along freeways and other busy roadways) impacts communities, even if the larger region has clean air. Reducing emissions is key to providing healthful air to all Californians and contributing to global reductions of greenhouse gases.

**Programs to Address Vehicle Use:** CARB's air quality and climate change plans call for reductions in per capita vehicle miles travelled (VMT) to meet the state's air quality and climate goals. This position would oversee the development and implementation of programs to reduce vehicle use while increasing access to desirable destinations. Because CARB does not have primary responsibility for many of the factors that influence vehicle use, such as land use decisions, selection of transportation projects, design of transportation projects, availability of transit options, and consumer choice, this position must forge close relationships with state, regional and local agencies to influence decisions in way that help attain the CARB mission. Transportation planning and projects occur throughout the State. Planning that considers the air quality and greenhouse gas impacts of these projects can have a beneficial impact on all communities.

**Strategic Investment of State Incentive Funds:** This position will coordinate the State's investment of proceeds from the greenhouse gas Cap and Trade program to have the maximum impact on meeting CARB's mission. Currently, over \$7 billion have been appropriated from the greenhouse gas reduction fund for projects that facilitate the reduction of GHG. Over 70 percent of those funds have been appropriated to projects intended to reduce transportation emissions from increased transit service to transit-friendly affordable housing to electric car incentives to farm land conservation. State law gives significant latitude to each state agency that is appropriated funds on how those funds will be spent, as long as overall targets for spending in disadvantaged and low-income communities are met. This position will work with state agency partners to maximize the air quality and greenhouse benefits associated with funded projects throughout the state.

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

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

As the Chief of TSD, the incumbent will oversee the work of a multi-disciplinary staff in the evaluation and development of State strategies for the control of criteria pollutant, toxics and greenhouse gas emissions from transportation sources. Because the Division impacts almost all CARB programs, every CARB division is directly affected by decisions made by this position's incumbent. The incumbent will perform the following typical tasks:

- Oversee emission reduction regulation and policy development for a variety of emission sources and program areas including: reduction of criteria pollutants to meet federal Clean Air Act requirements, climate change and greenhouse gases, toxic air contaminant control, diesel particulate matter risk reduction, transportation incentive programs, and SB375 VMT reduction programs.
- Formulate and recommend policy regarding emissions and related air quality issues from transportation sources;
- Provide consultation and assistance to federal, state, regional and local agencies on air pollution problems; and coordinate air pollution control activities with those of other programs or services of the Board and State and local and regional agencies.
- Participate in the formulation of administration policies, represent the Executive Officer in matters relating to the program and operations of the Division; and prepare budgetary estimates and recommendations.
- Select and train staff and evaluate their performance and take appropriate action or make recommendations; appear before legislative committees; address interested stakeholder groups; and prepare and review various documents.
- Coordinate with other divisions, prepare correspondence and reports; appear before various committees and groups to represent Board policy or to provide expertise; review and edit staff documents; and plan, prioritize and allocate Division resources.

The Chief of TSD will make and implement decisions about policy areas within her/his jurisdiction, including those described above. The Chief of TSD will also have an influential role in making and implementing policy decisions for the CARB as part of the Executive Management Team on issues of broad importance to the agency. For example, although this Chief of TSD does not oversee the clean transportation fuels program, this Chief of TSD will have a role in CARB's policy decisions about the clean fuels program, given the interaction between cars and the fuels they use. This Chief of TSD will have independent capacity for the purpose of carrying out and enhancing the mission of CARB. The Chief of TSD will represent CARB before the Board, the Legislature, the press, in public meetings, workshops and in-person meetings on issues related to transportation.

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

This CEA will be both developing and implementing new policy, and interpreting and implementing existing policy. In the new policy arena, until now, CARB has not been able to work effectively with transportation agencies (such as CalTrans, the California Transportation Commission, regional metropolitan planning organizations, etc.) to influence their decision making to meet CARB's mission. New policies and approaches are needed to ensure progress toward the air quality, greenhouse gas and VMT goals in CARB's air quality and climate plans. In the existing policy area, this CEA will continue development and implementation of the State's clean car standards. These standards have evolved over the last several decades and as automotive and emission control technology continue to advance will continue to evolve.