

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

5/6/19

2. Department

California Department of Forestry and Fire Protection (CAL FIRE)

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

Fiscal Services

4. CEA Position Title

Deputy Director, Fiscal Services

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

CAL FIRE proposes to establish the above CEA allocation. Under the general direction of the Chief Deputy Director, the incumbent serves as the principal advisor to the Fiscal Services Programs, which include: Accounting, Budgets, Business Services, Support Services and Headquarters Administrative Services programs. In conjunction with the Deputy Director for Management Services, the Deputy Director for Fiscal Services is responsible for coordinating activities and developing policies for the programs listed above. Through subordinate managers, the Deputy Director provides oversight and management to staff within the Fiscal Services Office. The incumbent may act for the Director or Chief Deputy Director in administrative areas.

6. Reports to: (Class Title/Level)

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.

Maintains oversight and policy responsibility for all fiscal operations of the Department. Formulates and implements fiscal policies and procedures in support of the CAL FIRE mission, vision, core values, and goals. Provides leadership and strategic direction to staff performing fiscal forecasting/estimating, budget, and accounting/financial reporting functions. Interprets and enforces applicable state and federal laws, rules, and regulations to ensure the integrity and accountability of the Department's fiscal operations. Acts as representative on behalf of CAL FIRE on issues before the Department of General Services (DGS), Department of Finance (DOF), State Controller's Office (SCO), State Treasurer's Office, and other entities. Participates on the CAL FIRE Executive Team and participates with the Director, Chief Deputy Director, other Deputy Directors and Assistant Deputy Directors in the development of major departmental policies. Consults with and advises Executive Staff regarding sensitive and complex issues of significant policy and program impact; and advises on the inter-relationship of program and administrative policies. Develops and implements administrative policies and procedures; and recommends to the Director and Executive Staff the formulation of new or revised policies and procedures.

Develops the short and long term strategic direction and establishes program level action plans that include the Department's goals, strategic objectives, strategies, and performance measures. Works with Deputy Directors and Division Chiefs to ensure effective use of resources and monitors performance of fiscal activities throughout CAL FIRE. Provides consistent interpretation, guidance and direction to Executive Staff, Division Chiefs, and unit supervisors on fiscal policies and procedures. Gains the confidence and support of top level administrators and advises them on a wide range of fiscal matters. Establishes and maintains primary contacts with State control agencies, legislative committees, consultants, managers of CAL FIRE's fiscal functions, federal government representatives, and regulated industry and external contractors. Represents the needs and interests of CAL FIRE's fiscal priorities. Organizes, interprets, and directs the work of multidisciplinary professional and administrative staff; and analyzes administrative policies, organization, procedures and practices to ensure achievement of CAL FIRE goals and objectives.

Plans, organizes, directs, and provides executive review of the work performed in the Fiscal Services program. The incumbent is responsible for the overall policy, strategic planning, and administration of a complex budget, exceeding \$2 billion, which includes \$144.2 billion state General Fund, federal funds, and special funds, and provides recommendations to the Director, Chief Deputy Director, executive management, and programs regarding department-wide fiscal strategies, policies, and operations. Responsible for budget forecasting/estimating, development, enactment, and administration; accounting, including state and federal financial reporting requirements; and cash flow management and reporting.

Responsible for the interpretation and application of Budget Act control language, and the Department of Finance budget instructions and policies. Responsible for Departmental resource allocations; review and analysis of program and Departmental budget requests; management of CAL FIRE's various funds; and presentation of the CAL FIRE budget to the Department of Finance and the Legislature in coordination with CAL FIRE directorate and executive staff. The incumbent will provide guidance on budget proposals, evaluating their impact on CAL FIRE and other state departments; and, monitor the political and fiscal climate to advise on the best course of action to administer resources. Develops and maintains a positive work environment conducive to employee success.

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 Department of Forestry and Fire Protection is to serve and safeguard the people and protect the property and resources of California. CAL FIRE strives to be a leader in providing fire prevention and protection, emergency response, and natural resource protection services.

The CEA will be the primary liaison between CAL FIRE, the Department of Finance, and the Legislative Analyst's Office, and will be responsible for communicating control agency policies to CAL FIRE programs. The CEA, as a member of the Executive Management Team, will also be responsible for fiscal policy, and the formulation, implementation, evaluation, and monitoring of program budgets. The Department's fiscal programs below play a vital role in CAL FIRE's success and allows the Department to complete its mission by ensuring that CAL FIRE's line programs have the financial resources necessary to deliver their statutorily-required programs and services.

The Budgets Program is responsible for preparing the Department's annual budget with the objective of ensuring sufficient resources are provided for the Department to meet its missions and goals. The Accounting Program maintains Departmental funds to accurately account for all revenue, expenditures, receipts, disbursements, and property of the State through account reconciliations, and strives to provide timely and reliable financial reporting and accounting services to the Department. The Business Services Office (BSO) strives to provide excellent customer service, quality leadership, and proactive solutions in the areas of Acquisition Services, State and Federal Property Programs, and Records Retention oversight. BSO actively promotes utilizing the Small Business (SB) and Disabled Veteran Business Enterprise (DVBE) options for state acquisition services and works to maintain the consistency, professionalism and clarity of CAL FIRE's forms and departmental handbooks. The Headquarters Administrative Support Program acts as the liaisons between all administrative functions and the individual line programs to ensure that all of the programs have the resources and fiscal support they need to fulfill the Department's mission.

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 current Deputy Director for Management Services has been in the existing CEA-B position since 2012. California's drastically worsening fire seasons, because of extended drought, climate change, and ceaseless drive to populate fire-prone areas, has resulted in prolonged fire seasons requiring additional staffing. In 2011, the total number of acres burned in California was 51,889, with a total of 3,056 fires throughout the year. By comparison, in 2018, the number of acres burned was 876,147 and the number of wildfires throughout the year was 6,284. When the original Management Services CEA concept was written in 2011/2012, Management Services had position authority for 255.9 positions. As of 2019-20, after all BCPs have been approved, Management Services will have position authority for 401 positions – an increase of 145.1 positions, a 36% increase in staffing.

The current CEA oversees 7 different administrative programs and has 7 direct reports. The current CEA's responsibilities encompass accounting, financial systems and emergency response finance, business services (including procurement, contracting, property management, local services), budgets, human resources (including occupational health and wellness and employee support services), labor relations, information technology (including information security and privacy protection), and technical services.

As the State's fire season has become virtually year round, administrative responsibilities have increased, and the span of control for this one position has become unmanageable. In recent years, the Department has rolled out a new financial system, has significantly expanded its attention on employee health and wellness, experienced an increase in the number of capital outlay projects being approved and funded, implemented several statewide information technology initiatives, and has seen a steady rise in its contracting and procurement activities. One deputy director is simply not able to provide sufficient oversight, direction, and coordination to ensure that the Department is operating at peak efficiency from an administrative standpoint.

Thus, CAL FIRE is proposing to create two new CEA positions and split the responsibilities between the three positions. This position will oversee the Department's Accounting, Budgets, Business Services, Support Services and Headquarters Administrative Services Units, as well as financial systems, emergency response finance and other administrative matters affecting CAL FIRE.

The other CEA B position will be responsible for Information Technology (including Information Security and Privacy Protection Services, Operations -Telecommunications, and Safety/EMS - Research and Development)

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 CEA will serve as a member of the CAL FIRE Executive Management Team, and will be responsible for development of Department-wide fiscal policy for CAL FIRE's program areas to support and facilitate the accomplishment of CAL FIRE's primary mission and strategic goals. The CEA will consult with and provide expert fiscal management consultation and technical advice to the Director, Chief Deputy Director, and Executive Staff. The position will be responsible to plan, direct, evaluate, manage, and establish fiscal strategic priorities for the Department in accordance with, but not limited to; the State Administrative Manual (SAM) sections 7110-19464, DOF policies and procedures and SCO policies and procedures, and thus, may have to address the Legislature, Agency, DGS, DOF, SCO and/or the Governor's Office regarding any of the policies in these Programs. The policy decisions made by the incumbent will directly impact all levels of staff within the Department.

Examples are as follows:

1. **Transparency and Accountability:** The CEA will make strategic decisions to continue to improve upon CAL FIRE's transparency and accountability. The Department is accountable to many stakeholders, including media outlets, legislative committees, the State Auditor, environmental community groups, and PRA requesters. The CEA will ensure the Department's Budget is credibly messaged to the Department's scrutinizing stakeholders, supported by comprehensive performance metrics.
2. **CAL FIRE Issuance Handbook, section 3600 – Accounting:** The Deputy Director will play an integral role in developing new polices and revising existing policies to support the mission of this program, and the individual missions of the units largely based on existing policies that exist within DOF. The Deputy Director will also formulate long range goals and objectives for the program to meet the Department's mission and vision.
3. **The Deputy Director will have substantial participation in the formulation and/or evaluation on the CAL FIRE Issuance Handbook, section 3500 – Budgeting policies and procedures.** The Deputy Director will also formulate long range goals and objectives for the program to meet the Department's mission and vision.

C. ROLE IN POLICY INFLUENCE (continued)

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

The CEA will have decision-making authority over the Department's accounting, budgeting, contracts, procurement, and Headquarters Administrative Support areas. This will include setting performance metrics, changing and creating administrative and fiscal policies and procedures, aligning resources and staff to meet the Department's objectives, reorganizing outdated team units, and overseeing the procurement of new software and technologies to support CAL FIRE's mission. The CEA will have full decision-making authority in these program areas and will act as an advisor to core and support programs when reforms to those program areas are necessary, via statutory and regulatory changes or process improvement initiatives to increase the level of service and ensure compliance with laws, rules, and regulations.

Providing expert advice to top management is essential in avoiding errors that could expose the Department to criticism from the Legislature and seriously restrict the operating capacity and flexibility of the Department. Failure to effectively perform the duties of the position could result in not meeting Executive, control agency, and Legislative deadlines, resulting in potential negative financial, public relations, and policy impacts; the loss of critical funding; and potential risk to the public health and the environment.

In addition, the Department is dealing with a brand new accounting system that is having far reaching impacts to current business practices relative to procurement, contracting, and accounts payable and receivable. While program managers deal with technical aspects of the new system relative to their specific program areas, the CEA must assess the impacts of the new system and the need for revised or new policy across all programs of the Department. With an increased emphasis by the Department of Finance on early engagement and mission based budgeting, CAL FIRE's budget process is more than a year-round effort. The CEA must work extensively with the Natural Resources Agency and the Department of Finance, as well as all programs/regions within CAL FIRE to identify and evaluate needs and make recommendations to manage the Department's overall budget. The CEA represents CAL FIRE at meetings with the Department of Finance, the Legislative Analyst's Office, and the Legislature, and at various budget hearings throughout the year.

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

The Fiscal Services Deputy Director advises the Director/Chief Deputy in setting Accounting, Budgets, Business Services and other administrative policies which directly affect CAL FIRE's programs. The Deputy Director works with other program Deputy Directors and Region Chiefs in developing multi-year plans and program objectives consistent with CAL FIRE's objectives. The position advises and makes recommendations on legislation and legislative proposals which affect CAL FIRE's Accounting, Budgets, Business Services and other administrative policies.