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	2. Department
2024-02-22	California Housing Finance Agency

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

Information Technology

4. CEA Position Title

Deputy Chief Information Officer

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

The Deputy Chief Information Officer (DCIO) serves as the tactical executive for the Information Technology Division at the California Housing Finance Agency (CalHFA). The position will be responsible for overseeing secure and responsive day-to-day operations, resource allocations to the innovative technical infrastructure systems and for the development and maintenance of various technical administrative policies that support the Agency's mission.

6. Reports to: *(Class Title/Level)*

Chief Information Officer

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): The Deputy Chief Information Officer (DCIO) has contact with the Executive Team (Cabinet) on matters pertaining to division's IT functionality and tactical efforts related to Information Technology goals, strategic planning efforts, and technical/operational IT administrative policies.

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 direction of the Chief Information Office (CIO), the Deputy Chief Information Officer (DCIO) is responsible for the decision making authority, oversight and leadership in all critical areas of Information Technology administration. The DCIO, leads the creation, management and maintenance of all IT policies, processes, and procedures; and oversees the overall IT operations, staff development and allocation for system changes and services; and serves as the chief advisor to the CIO in aligning IT Governance to CalHFA mission, vision and goals.

IT Policy Implementation, Development, Evaluation, Analysis, Advisory and Oversight
The DCIO manages CalHFA wide, cross-functional implementation efforts to ensure that newly created IT (Administrative, Technical and Operations) policies are fully implemented within CalHFA. This will include leading and facilitating working groups amongst for all levels of government, CalHFA Executives and Leadership, and CalHFA managers and supervisors and staff to define the scope and develop implementation plans that include identifying and scheduling milestones, assigning roles and responsbilities, and facilitating opportunities for collaboration and engagement with internal and external stakesholders. Tracks policy implementation efforts to ensure successful completion of milestones, and regularly briefing the CIO, Executive Office, Advisory committees with the Agency on progress. Collaborates with California Department of Technology (CDT), California Office of Information Security, (OIS), CalHFA, internal IT Advisory Managers, Legal and Division Leadership Teams on interpreting and implementing of new policies, procedures and processes. Anticipates, identifies and analyzes issues relevant to various policy issues impacting CalHFA. Conducts independent research on policies, procedures and processes related to Federal and State Laws, and Industry best practices. Prepares reports and presentations, and issues briefs including background informnation, key findings to all the stakeholders and then develops and leads cross-functional implementation efforts including future policy changes. Develops, implements and manages policies, procedures and processes around IT Administrative, Technical and Operational controls. Prioritizes the policy list and conducts thorough research. Regularly reviews new and existing policies, drafts, and proposes revisions if a change is identified, and ensures legal compliance. Provides leadership and policy guidance by ensuring improved technology planning, better outcomes, resource utilization, streamlining IT functions, processes, and setting policies and procedures for implementation.

IT Operations, Staff Development And Allocation for System Changes
The DCIO provides leadership, oversight, and management in all facets of the daily operations of the Application Systems Development and Support, Technical Support Services (Infrastructure and Network), and IT Operations (IT Project Management, Procurement, Budgets and Workstation Support) Units, within the Information Technology Division. Develops, manages, and coaches IT professionals by providing mentorship and daily guidance to staff. Collaborates with staff in improving internal administrative processes. Coordinates with Human Resources in planning and managing the staffing needs of the IT Division. Leads the identification of goals and objectives and monitors progress towards deliverables. Establishes, enhances, and maintains effective relationships and communicate with other CalHFA units to maximize desired results and minimize any potential conflict. Has a deep understanding of IT operations and service delivery across CalHFA business areas and represents IT on a variety of Agency-wide initiatives. Consults with external technology experts to identify emerging IT trends and opportunities, on behalf of the CIO disseminates information and responds to issues that arise, both internal and external. Provides strategic and tactical direction for CalHFA's technology goals and objectives. Oversees requests of technical and operational expertise to implement, test and rollout CalHFA technology initiatives in an effective and efficient manner. Performs the most complex, sophisticated, and sensitive analyses of technology initiatives and advises CalHFA management on how the results will be used to communicate to internal and external stakeholders. Ensures resources are justified and best aligned with services that advance IT organizational goals in support of Agency needs.

Chief Advisor to the CIO
Participates in the development of the IT's strategic plan and its business plan initiatives; develops strategies to implement the goals and objectives of the IT's strategic plan related to policy analysis, evaluation, and implementation in consultation with the CIO and IT leadership. Collaborate with the CIO to define the scope and evaluate the effectiveness of the IT's policy and enforcement programs. As the Chief Advisor to the CIO organizes, coordinates, and plans development of short-term and long-term goals that anticipate and satisfy the Agency's current and projected technology needs. Serves as the Project Manager during the implementation of enterprise-wide systems and programs, coordinates with IT staff and stakeholders on the development of specific project plans and timelines, and develops a methodology for managing new and existing projects with detailed reporting to the CIO. Advises, communicates, and collaborates with the California Department of Technology (CDT) Director/Chief Information Officer, Senior Staff, Executives, Government Operations Agency, Governor's Office, customer departments, the federal government, and other key stakeholders for implementation of CalHFA's IT Strategic Plan.

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 CEA will play a vital role in supporting California Housing Finance Agency (CalHFA) mission, vision and core values. CalHFA systems support and house over 1.5 million customer records, therefore, it is critical that our systems are built to Federal and State policies and industry best practices to safeguard our customer records.

As the DCIO, the CEA will ensure that CalHFA and its programs properly implement technology policies, procedures and processes and evaluate them regular to ensure that CalHFA fulfils its strategic goals of continuous improvement and accountability. An important component of this is providing all CalHFA systems with standard policies and tools needed to safeguard customer information and, encouraging and promoting consistency across all IT platform.

Apart from developing and implementing administrative, technical and operational policies, procedures, and processes, initiatives and best practises, the CEA will provide leadership, oversight, and management in all facets of IT's daily operations, develop short and long term plans to improve operational efficiency; recommend innovative and scalable process to improved the quality and delivery of services to CalHFA internal and external customers; and will partner with executive leadership and CIO to develop strategic initiatives that promote CalHFA core values.

The CEA will oversee administrative functions including but not limited to: management of Application Systems Development and Support, Technical Support Services (Infrastructure and Network), and IT Operations (IT Project Management, Procurement, Budgets and Workstation Support) Units, within the Information Technology Division.

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.

CalHFA technology systems needs to be securely built and supported to ensure CalHFA programs meet its commitment towards providing all Californians an opportunity to live in homes they can afford. CalHFA has 12 mission critical systems, over 25 different programs, that house over 1.5 million customer records. These systems and programs are mandated to be setup using the Federal and State guidelines and Industry best practices relating to technological policies, procedures and processes. The CEA position will ensure that IT policy implementation, development, evaluation, analysis, advisory and oversight responsibilities are being met and maintained to standards.

The scope of CalHFA IT systems have grown over the years. In addition to system change requests, enhancements, and fixes, CalHFA supports home grown systems, general IT needs and IT security requirements. The daily oversight of the sheer volume of work produced by IT has burdened the CIO to the point where their time is spent not in forecasting, goal-setting, or strategic planning, but in project management and initiating policy needs for executing operational tasks and targets. This work is better suited to a CEA who would have the authority and scope to address the functional needs of a IT division, while leaving the CIO free to focus on long-range goals and strategic thinking and planning for the IT needs. The CEA will have the authority necessary to identify, prioritize, and align management of Application Systems Development and Support, Technical Support Services (Infrastructure and Network), and IT Operations (IT Project Management, Procurement, Budgets and Workstation Support) Units.

Additionally, CalHFA has been transitioning its core services into the Cloud environment and has been evaluating, preparing and examining the Artificial Intelligence market. These rapidly changing landscape, in addition to the management of the already complex information technology environment has stretched CIO's capacity. With the creation of this new position, the CEA will be responsible for ensuring that CalHFA continues to evolve with current and evolving technologies, legislation, working directly with executive leadership and key stakeholders to develop and implement the most complex and sensitive policies affecting CalHFA's information technology structure.

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.

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The DCIO will have oversight and influence over the following policies that align with the Agencies vision and goals:

Change Management:
The DCIO will provide overall leadership and define structured processes to manage changes in the IT and ensure that changes are managed in a controlled and auditable manner, minimizing the risk of disruption to business continuity. This ensures CalHFA has an improved efficiency in terms of implementing change and reducing the time and resources required to make these changes. It also reduces the risk of errors or disruptions that could impact CalHFA and has a positive impact on communication and overall customer service.

Asset Management:
The DCIO will provide overall leadership and define how CalHFA maintains the integrity and availability of all assets by outlining CalHFA's requirements for asset ownership, categorization, acceptable use, and ongoing maintenance. This allows CalHFA IT to reduce costs by ensuring that assets are used efficiently and effectively. It helps improve asset reliability by ensuring that assets are maintained and serviced regularly; reduces the risk of asset failure by ensuring that assets are monitored and inspected regularly; improves compliance by ensuring that assets are managed in accordance with relevant regulations and standards and improves decision-making by providing a clear framework for asset management and ensuring that everyone is on the same page.

Data Management:
The DCIO will provide overall leadership and define and outline how CalHFA manages it data assets, and provide guidelines for recording assets, clarifying how to acquire, manage, maintain, value, and dispose of them. They will define roles and responsibilities to ensure that everyone knows who to approach for additional information or requests regarding asset inventory, allocation, purchase, disposal, and maintenance. This allows CalHFA to have improved data reliability by ensuring that data is maintained and serviced regularly: helps in reducing the risk of data failure by ensuring that data is monitored and inspected regularly; assists in compliance by ensuring data is managed in accordance with relevant regulations and standards and finally it assists in improving important decision making.

Enterprise Architecture (EA):
The DCIO will provide overall leadership and define and outline how CalHFA manages its information technology (IT) infrastructure and aligns it with CalHFA's business goals and objectives. This policy provides guidelines for designing, planning, implementing, and governing enterprise IT architecture. It also includes requirements for agencies within EA standards, incorporating related laws, regulations, and other mandatory guidance as well as best practice related to EA. This ensures CalHFA is aware of a clear framework for enterprise IT architecture and ensures that everyone is aware of CalHFA priorities; helps in improving compliance by ensuring that IT architecture is managed in accordance with relevant regulations and standards; and helps in increasing agility by enabling CalHFA to respond more quickly to changes in the business environment.

In addition, the DCIO will address any policy needs to ensure the practical and tactical aspects of IT align with strategic and Executive expectations.

C. ROLE IN POLICY INFLUENCE (continued)

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

The DCIO, is a Senior Executive who assists the Chief Information Officer (CIO) in managing the IT operations at CalHFA. The DCIO is responsible for overseeing the development and implementation of IT policies, procedures, and standards, as well as ensuring that IT projects are completed on time and within budget.

The nature and scope of the DCIO's decision-making authority varies depending on the daily needs. The DCIO will be responsible for making decisions related to IT strategy, governance, risk management, compliance and in matters impacting the daily operations of the CalHFA IT Division. The DCIO may also be responsible for making decisions related to IT investments, resource allocation, and vendor management in absence is the CIO.

Works closely with other Senior Executives to ensure that IT operations are aligned with the CalHFA goals and objectives and with IT staff to ensure that they have the resources and support they need to carry out their duties effectively.

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

The DCIO will be developing and implementing newer policies, (TBD) in addition to the ones identified in previous questions. The information technology space is ever changing, and as new services are sorted out , they will require newer policies and standards.

The CEA B will be interpreting and implementing various Office of Information Systems (OIS) and California Department of Technology (CDT) policies. These policies will need regular maintenance and controls, which will be an essential part
of this role.