

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 5, 2020

2. Department

California Department of Fish and Wildlife

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

Fiscal Services

4. CEA Position Title

Deputy Director, Fiscal Operations

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

Fish and Wildlife proposes to establish the above CEA B allocation. Under the general direction of the Chief Deputy Director, the incumbent serves as the principal advisor to the Fiscal Operation Programs, which include: Accounting, Budgets, License and Revenue Branch, and Systems Support Services. The Deputy Director for Fiscal Operations 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 Fiscal Operations. 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 California Department of Fish and Wildlife (CDFW). Formulates and implements fiscal policies and procedures in support of CDFW's mission, vision, core values, and goals. Provides leadership and strategic direction to staff performing fiscal forecasting/estimating, license and permitting sales, 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 CDFW on issues before the Department of General Services (DGS), Department of Finance (DOF), Legislative Analysts Office (LAO), State Controller's Office (SCO), State Treasurer's Office, FISCAL, and other entities. Participates on Fish and Wildlife's Executive Team and participates with the Director, Chief Deputy Director, other Deputy Directors and Assistant Deputy Directors in the development of major statewide departmental policies. Consults with and advises Executive Staff regarding sensitive and complex issues of significant fiscal 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 statewide policies and procedures.

Develops the short and long term strategic fiscal direction and establishes program level action plans that include the Department's goals, strategic objectives, strategies, and performance measures. Works with Deputy Directors to ensure effective use of resources and monitors performance of fiscal activities throughout CDFW. Provides consistent interpretation, guidance and direction to Executive Staff and Branch Chiefs 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, federal government representatives, other state's Fish and Wildlife Executive counterparts, and regulated industry and external contractors. Represents the needs and interests of the Department'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 the Department's goals and objectives.

Plans, organizes, directs, and provides executive review of the work performed in the Fiscal Operations division. The incumbent is responsible for the overall policy, strategic planning, and administration of a complex budget consisting of over 65 different fund sources, each with unique statutory requirements and revenue streams. Oversees the annual budget development process which includes:

- o Working with the Director and Chief Deputy to determine priorities.
- o Soliciting, reviewing and evaluating concept proposals.
- o Presenting the proposals to the Natural Resources Agency, DOF, LAO, and Legislature.
- o Shepherding them through inclusion in the Governor's Budget.

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; oversee statewide Federal and State fiscal audits; cash flow management and reporting. 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: Fish and Wildlife's mission is to manage California's diverse fish, wildlife, and plant resources, and the habitats upon which they depend, for their ecological values and for their use and enjoyment by the public.

The CEA will be the primary liaison between the Department, the Department of Finance (DOF), the Legislative Analyst's Office (LAO), and Legislative fiscal staff, and will be responsible for communicating control agency policies statewide for Fish and Wildlife. This position will work closely with key stakeholders, the legislature, DOF, and the Governor's Office to identify priority projects that require funding through the state operations and capital outlay budget development process.

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 critical role in Fish and Wildlife's success and allows the Department to complete its mission by ensuring financial resources necessary to deliver their statutorily required programs and services.

The CEA position oversees and is responsible for developing and implementing statewide policies to ensure statewide fiscal operation requirements for the following business and fiscal functions are carried out effectively and efficiently: Budget Branch, Accounting Branch, License Revenue Branch, System Support, FI\$Cal, Capital Outlay, Fiscal Systems, Fiscal Audit Responses, Federal Grants, Bond Accounting and Financial Reporting.

**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 of Administration – CEA B oversees 10 different administrative programs and responsibilities encompass Accounting Services Branch, Systems Support Services Branch, Business Management Branch (including procurement, contracting, fleet management, payable grants, statewide mail distribution, facilities management), Budget Branch, License and Revenue Branch (including managing/supporting over 1,100 license agents responsible for selling CDFW licenses and permits statewide), Human Resources Branch (including labor relations, workers' compensation), Organizational Development Branch (including statewide training, occupational health and wellness, and employee support services), State Owned Housing Program, Statewide Sustainability Program, and Service Based Budgeting Program.

As the existing CEA's administrative responsibilities have increased with the newer programs and increased statewide complexities/sensitivity of service based budgeting, state owned housing and statewide sustainability program; in addition to the significantly increased complexity of CDFW's fiscal operations, 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, implementation of the Service Based Budget Program, implemented several statewide sustainability measures, expanded its attention to the multiple and publicly sensitive issues around state owned housing, 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, CDFW is proposing to create a new CEA B position and split the responsibilities between the two positions. This position will oversee the Department's fiscal operations consisting of the Accounting Services Branch, Budget Branch, License and Revenue Branch, and Fiscal Systems Support Services, as well as financial systems, and other fiscal administrative matters affecting CDFW.

The other CEA B position will be responsible for the business operations consisting of the Business Management Branch (including procurement, contracting, fleet management, payable grants, statewide mail distribution, facilities management), Human Resources Branch (including labor relations, workers' compensation), Organizational Development Branch (including statewide training, occupational health and wellness, and employee support services), State Owned Housing Program, Statewide Sustainability Program, and Service Based Budgeting 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.

The CEA will serve as a member of the Department's Executive Management Team, and will be responsible for development of Department-wide fiscal policy for CDFW to support and facilitate the accomplishment of its 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, LAO, Agency, DGS, DOF, FI\$Cal, 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:

- Initiates and recommends statewide fiscal policy changes that promote innovative solutions to meet the fiscal and business operation needs statewide in accordance with SAM, FI\$Cal, DOF, DGS, SCO, STO, and other statutory mandates.
- Make strategic decisions to continue to improve upon CDFW's fiscal transparency and accountability. The Department is accountable to many stakeholders, including media outlets, legislative committees, federal counterparts, environmental community groups, and State Control Agencies. The CEA will ensure the Department's budget and financial statements are credibly messaged to the Department's scrutinizing stakeholders, supported by comprehensive performance metrics.
- Develops and utilizes all available resources to resolve complex issues and create efficiencies by reasoning logically and creatively and utilizes a variety of analytical techniques to resolve complex governmental and managerial fiscal problems.
- Consults and collaborates with to provide expert fiscal management advice to executive management at DGS, DOF, FI\$Cal, SCO, LAO, and STO.
- Responsible for developing and implementing statewide fiscal policies.
- Formulate long range fiscal goals and objectives for 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 fiscal operations including: accounting, budgeting, license and revenue structure, and fiscal systems. This will include setting performance metrics, changing and creating administrative and fiscal policies and procedures and aligning resources and staff to meet the Department's objectives. 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 the Director and Chief Deputy 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 newer accounting system that is having far reaching impacts to current business practices relative to procurement, contracting, and accounts payable and receivable. The CEA position is responsible for changes in fiscal policies and operations for all of CDFW and WCB. Based on the statewide impact that this CEA position holds, it must maintain cooperative and consultative relations with all control agencies to ensure CDFW's and WCB's success. The CEA represents CDFW at meetings with the Department of Finance, the Legislative Analyst's Office, and Legislative staff.

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

The CEA position is responsible for developing and implementing new policy as well as interpreting and implementing existing policy for all fiscal operations including accounting, budgets, license and revenue structure, and fiscal system support. These policies must conform with FI\$Cal functionalities, SCO functionalities, STO functionalities, and funding process in accordance with SAM, DOF, SCO, Federal Government, and other statutory mandates. Given CDFW's extremely complex funding structure it is imperative that the CEA collaborates with FI\$Cal, SCO, STO, DOF and other control agency executive staff to ensure system fiscal operation policies and system are customized or developed to meet CDFW's unique fiscal requirements.