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
   04/28/2022 Franchise Tax Board

3. Organizational Placement (Division/Branch/Office Name)
   Technology Services Division/Analysis Bureau

4. CEA Position Title
   Analysis Bureau Director

5. Summary of proposed position description and how it relates to the program's mission or purpose.
   (2-3 sentences)
   The CEA will continue to serve as the Analysis Bureau Director within the Technology Services Division (TSD). The Analysis Bureau Director sets policy, plans, organizes and directs solution assessments and system analysis for critical enterprise and legacy systems, tools, and data. The major changes occurring is that this CEA will take on the data analysis function and will not function as a Chief Technology Officer but will instead focus on legislative and system analysis as well as transforming business needs into IT solutions. The Franchise Tax Board's (FTB) Information Technology (IT) systems support over 200 systems, enabling the FTB to collect approximately 82% of the General Fund revenue.

6. Reports to: (Class Title/Level)
   Chief Information Officer / CEA C

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 administrative direction of the Technology Services Division (TSD), Chief Information Officer (CIO), the Analysis Bureau Director (Analysis BD) is responsible for planning, organizing and directing the analysis of the FTB’s 200 automated systems, supporting all tax processing, tax compliance activities, administrative functions, and non-tax debt collection systems.

The Analysis BD establishes policy regarding key departmental, technology and service issues while directing subordinate managers in the delivery of mission critical services in support of the FTB’s automated systems, Systems of Work (SOW), and other FTB customers and stakeholders. The Analysis BD acts as a member of the FTB executive management team as a program advisor and policy maker and in an advisory capacity to the department’s Executive Officer. The Analysis BD provides direct support to the CIO on major project issues requiring external review and approval on contract negotiations; policy issues which impact the departments’ business functions and programs; and acts on his/her behalf on division and department-wide policy issues. Further, the BD is responsible for policy development regarding system and data analysis, strategic technology solutions for enterprise business problems, and IT planning efforts.

The Analysis BD is responsible in ensuring the systems and applications meet current and evolving business requirements, tax laws and/or legislative statutes, and other executive mandates with the highest degree of quality, availability and reliability. Establishes goals, objectives, and success criteria for the staff, and works with them to achieve these goals via active management of plans and schedules. The Analysis BD is responsible for completing work within the budgeted scope, time frames, and costs and is responsible for adherence to the enterprise architecture, Software Development Life Cycle (SDLC), Project Management, IT Service management methodologies, Statewide Information Management Manual (SIMM), and Software Asset Management (SAM) directives. Provides a working environment that fosters productivity and job satisfaction of the staff. The Analysis BD is also responsible in validating the security guidelines and standards are met to eliminate the unintended breaches or exposures.

The Analysis BD is a member of the FTB’s governance process and executive management team, providing critical and highly sensitive recommendations to the CIO and other FTB senior managers on policy development in support of SIMM and SAM directives. The Analysis BD develops, creates and sets policy as it relates to system and application requirements within the Analysis Bureau. All program work is performed within the framework of the Department’s mission and values with the objectives of optimizing processes, products, services and resources to better serve our customers.

The Analysis BD provides leadership to departmental teams in response to legislative, political, and business issues employing knowledge of the departmental strategic goals, understanding of underlying business issues, and coming up with solutions that meet the needs of customers while maintaining efficiency and effectiveness from an automated systems perspective. For example, recent projects requiring the Analysis BD’s leadership include the Golden State Stimulus initiatives which helped plan and execute the technology changes required to identify qualifying residents of California to receive stimulus funds totaling over $8 billion. Another example requiring the Analysis BD’s leadership is the recent healthcare mandate that puts the FTB into the healthcare business by capturing healthcare information on the income tax return, reconciling healthcare subsidy information and implementing penalty provisions.

The Analysis BD is a member on various action committees, including serving terms as chairs of the steering committees and other departmental teams, which are responsible for developing departmental policy and standards as well as recommending departmental solutions and strategies. This work requires outstanding leadership and communication skills in interacting with the taxpayer community, other state agencies and departments, vendor community and oversight agencies, and the country’s leading authorities on state taxation and administration.

The Analysis BD understands the consequence of error and pro-actively ensures policies and designs prevent failure, errors, and defects in IT products, systems, services, processes, procedures, and protocols, which in turn provides excellent customer experiences and prevents negative consequences to the State and the Department. The Analysis BD establishes policy and subsequent standards and procedures around solution assessment, legislative review, and system analysis activities as well as IT costing methodologies. The Analysis BD also establishes policy on requirements acceptance criteria and what level of functionality is okay to be migrated to production versus required to be updated before a deployment. The Analysis BD assesses and properly advises about and mitigates risks related to IT architectural designs, while keeping long-term visions and goals in mind. Collaborates with business professionals, IT professionals, tax professionals, other state revenue departments, Federal Government, private industry (IT vendors) and academics (research through universities) to leverage the latest policy and program knowledge and emerging trends in business and technology. Ensures the intent of policies is carried out through systems, processes, procedures, and protocols.
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 Franchise Tax Board is to help taxpayers file timely and accurate tax returns, and pay the correct amount to fund services important to Californians. To accomplish this mission, the Analysis BD is responsible for all software analysis, assessment and costing activities for the IT systems that provide automated return processing, cashiering, auditing, collections and assorted administrative functions. These systems are essential to the success of the department's programs.

The TSD supports the IT framework essential to the success of the FTB’s programs. Technology is a means to help the FTB provide the most efficient and effective service to California’s taxpayers. The TSD leverages the latest innovative technologies to facilitate all of its core business functions. For example, the FTB uses technology to help taxpayers quickly and easily meet their tax obligations, whether checking a refund status via mobile device, making a payment via telephone, or finding tax return answers by simply visiting our website. Due to technology, 88% of taxpayers with a requirement to file, utilize the FTB's online filing program (eFile) which allows taxpayers to file taxes timely and accurately.

The analysis discipline is the first step in the System Development Lifecycle that identifies and document all user requirements to make sure customer needs are implemented correctly before an application or service is deployed for use. For example, if a system has any significant missed requirements, it will cause refunds, bills and levies to go out incorrectly and or reports to be incorrect.
11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.

Over the last decade, FTB has been implementing its multi-year tax system modernization efforts (Enterprise Data Revenue [EDR] Projects 1, 2 and 3). At the same time FTB has moved to a service management based organizational structure to improve efficiencies and better respond to a variety of external and internal service requests. This shift in structure helps align with industry and State IT and Business demands and lower costs, and require that Analysis Bureau Director focus on:

- Providing a framework for the department's centralized technology in Analysis by establishing policy regarding key departmental, technology and service issues.
- Directing subordinate managers in the delivery of mission critical services in support of the FTB’s strategic objectives as well as FTB’s internal and external customers and stakeholders.
- Supporting all phases of the System Development Lifecycle (SDLC).
- Ensuring the systems and applications meet current and evolving business requirements, tax laws and/or legislative statutes, and other executive mandates with the highest degree of quality, availability and reliability.

FTB’s previous Analysis BD role held a dual function--serving as FTB's Chief Technology Officer (CTO) function and serving as the Analysis BD. In addition, data analysis functions were managed under another bureau director. Under a separate 881, FTB is shifting the CTO responsibilities to another CEA to address the evolving technology needs of FTB and our stakeholders. In turn, the responsibility for analysis of data-related requests will be moved under the Analysis BD. These shifts of responsibility will improve workload alignment and allow the Analysis BD to dedicate focus on sensitive and critical analysis of business and legislative mandates, thus ensuring the FTB’s ability to provide critical services to California’s taxpayers in support of FTB’s mission.

Under the service management structure, we moved the TSD organization around what we do. Another way to look at this is to think about the steps/areas of the System Development Lifecycle (SDLC) as follows:

- Initiation
- Analysis
- Development
- Quality Assurance
- Infrastructure
- Operations

Prior to the EDR project, the FTB's 200 plus systems had limited reliance upon each other, with a lower consequence of error that impacted individual systems, containing the impacts to a smaller audience. With EDR's focus to improve the FTB's use of data, key functions were automated, creating a dynamic environment of shared data, which increased the FTB's ability to perform individual work better due to improved tools and access. However, with this growth came increased complexity, interrelation of data and a higher consequence of error, and as a result, the interdependency that systems have on enterprise data requires that individuals' decisions on each systems must consider upstream and downstream impacts.

The expectations of California taxpayers for dynamic technological solutions has increased significantly based on direct taxpayer feedback from education and outreach events, online surveys, focus groups, call center complaints and has been further, validated by industry research from McKinsey, Gartner, Forrester and Federal GAO (U.S. Government Accountability Office) reports. These expectations increase the FTB's responsibility to deliver and meet their needs.

Along with these taxpayer expectations is the increased sophistication of security threats and fraud schemes, both of which require sophisticated technological responses and protections. The California Consumer Privacy Act (Assembly Bill 375) requires our attention to the security of our taxpayers' data. Further, the FTB shares and receives data with other agencies, which requires additional protections to isolate potential threats.

The Analysis BD is responsible for ensuring the products that are being delivered to the end-users (not only the internal but external taxpayers) are meeting the business needs and the expectations of the requirements. Additionally, customer change requests are analyzed to determine the most appropriate solution is identified to meet FTB's long-term architectural goals. This is the first step when products and/or features are clearly analyzed and documented prior to development for production.
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 Analysis BD exercises independence and authority in developing, implementing, directing, and evaluating the FTB's statewide policies relative to new technology and innovation related to system analysis. The Analysis BD serves as the expert advisor and provide critical consultation to the Executive Officer, CIO, Governance Council and the FTB's senior management on mission-critical program and policy issues relative to the identification, evaluation, development, and implementation of new technologies for the FTB and tax system administration. The Analysis BD works collaboratively with senior management within the FTB to assess operational needs, develop policies and provide direction with an emphasis on compliance with relevant laws, rules and regulations, as well as with an eye towards aligning operational performance with the FTB's strategic goals and objectives.

The Analysis BD reviews proposed legislation and recommends new policy creation and/or amends existing policies to ensure IT solutions meet the intent of the law and business needs for the administration including fair and equitable treatment of taxpayers and/ or stakeholders. An example of new legislation is the recent healthcare mandate that puts the FTB into the healthcare business by capturing healthcare information on the income tax return, reconciling healthcare subsidy information and implementing penalty provisions. This requires FTB to look at virtually all processes to determine where we can integrate into existing processes and where we have to build new. From an analysis perspective, this mandate is very risky. FTB is repurposing applications to do transactions that they were not designed for and we need to makes sure we are not breaking existing processes as we make these changes that are stretching the original design. Policies include IT methods or guidelines for development, target architecture, policies and models, software and hardware policies and standards as well as interpretation and application of the FTB and statewide security policies, State Administrative Manual (SAM) policies and mandates (especially those impacting IT), and Statewide Information Management Manual (SIMM) policies and mandates. For example, the Internal Revenue Service (IRS) has mandates around how we process and store Federal Tax Information (FTI) that requires us to update our systems and processes to keep up with the latest security standards. The impacts to IT policies are analyzed for effects on our 200+ systems ranging from tax, compliance, filing enforcement, audit, legal, non-tax, human resources, administration, and financial. A single proposed legislation for data might impact all systems and changes policies, procedures and standards for all IT areas. These changes are very complex and takes understanding of state IT policies, FTB IT policies, FTB business policies, FTB strategic and operational goals as well as numerous other national and federal guidelines. The Analysis BD analyzes and guides what is being delivered.

As a member of the FTB's executive management, the TSD Bureau Directors are expected to collaborate with all stakeholders by participating in the FTB's governance process as voting members of the FTB's action committees such as the Compliance Action Committee (CAC), Resource Allocation Action Committee (RAAC), Customer Service Action Committee (CSAC), Technology Action Committee (TAC), Internal Business Action Committee (IBAC), or the Privacy and Security Action Committee (PSAC). Each of these action committees address enterprise-wide policies and practices affecting the FTB’s business processes, external customers, finances, security, human resources, and operations. The Analysis BD sits on one or more of the FTB’s action committees, which are the governance committees that develop policy around customer service, compliance, internal business, privacy, organizational development and resource allocation.

In addition, the Analysis BD is responsible for providing direct support on major issues requiring external review and approval as well as policy issues impacting the FTB's business programs, such as system analysis design and tools, solution assessments, Analysis Standards policy, and IT costing standards.

The Analysis BD establishes and monitors analysis policies for program staff to follow to ensure maximum performance, system availability, IT stability and quality measures in order to meet the FTB’s program and revenue goals in support of tax administration. The Analysis BD manages in an environment where consequence of error is extremely high, and also impacts the highest levels of state government as well as the public. Statewide positive impacts include excellent and timely customer service. Negative impacts prevented include inaccurate implementations, such as system design errors resulting in erroneous refunds. Consequence of error includes bringing down our IT processes we rely on to do our work. For example, processing tax returns, cashiering money, performing audit and collection activities. Virtually all FTB does is reliant of IT systems. For example, the FTB has had IT incidents and outages delaying tens of millions of dollars being deposited into the General Accounting Funds, or that have impacted thousands of taxpayers when the FTB services are unavailable.

The Analysis BD represents the FTB on committees and task forces outside of the FTB on issues with statewide impacts, provides input on statewide policies or tools, and opportunities to collaborate and share services. Examples include, SDLC policies, guidelines and standards discussions/panels with statewide overseers such as the Department of Technology, and review of Analysis policies surrounding new IT frameworks like Agile and Scrum.
C. ROLE IN POLICY INFLUENCE (continued)

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

The Analysis BD is responsible for directly impacting the formulation of system analysis policies, strategic decision-making, and program effectiveness of IT services provided to the FTB and the public. As a member of the executive management team, the Analysis BD provides strategic policy advice that ultimately may have a profound impact on the department's automated systems. The Analysis BD continuously evaluates and monitors system design and business requirements to ensure the integrity and stability of the code being produced (networks, servers, databases, etc.) by providing oversight to ensure the proper policies are developed and protocols are followed by the staff performing system analysis, solution assessments, and system performance and security audit logging tests to ensure the stability and integrity of the code (set of instructions) being produced. The Analysis BD sets policy and subsequent standards and procedures around system analysis as well as the quality of analysis required before an application or service goes into production. The Analysis BD sets policy regarding system and data analysis, strategic technology solutions for enterprise business problems, and IT planning and costing efforts.

The Analysis BD identifies trends and issues impacting analysis and requirements integrity, and make decisions on staffing levels, classifications, and training and performance standards. The Analysis BD assesses risk, establishes policy and direction on system changes, and establishes business process changes and proposed legislation to facilitate efficient processes and equitable treatment for taxpayers and improved customer experience.

As the Analysis BD, the incumbent is ultimately responsible for certifying the requirements and business functions of the systems that supports over 6,000 employees, over 25.9 million tax returns filed and generates over $170.2 billion or 82% of California's general fund annually. The consequence of error is high and attention to detail and ability to assess risk, evaluate readiness, and make decisions promptly and judiciously are critical for this position to be effective.

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

The Analysis BD plays a critical role in developing, implementing, and interpreting new and existing policies. The Analysis BD strategizes on impacts and develops solutions with the CIO, Executive Management, as well as senior management in the recommendation, development, and implementation of policies, standards, processes, and procedures as it relates to IT service management and the TSD's mission and strategic goals.

As TSD continues to move towards a service management organization, the Analysis BD will continue to develop consistent methodologies and standards for the comprehensive SDLC, common tools, expand shared services, etc. Further, the Analysis BD is tasked with leading, interpreting and implementing new policy which must be complimentary and compatible with existing policies, ensuring the most optimal outcomes for the FTB are achieved.