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

<table>
<thead>
<tr>
<th>1. Date</th>
<th>2. Department</th>
</tr>
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<tbody>
<tr>
<td>1/29/2020</td>
<td>The Franchise Tax Board</td>
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</tbody>
</table>

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

Technology Services Division/Infrastructure Services Bureau

4. CEA Position Title

Infrastructure Services Bureau Director

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

The proposed CEA classification will serve as the Infrastructure Services Bureau Director within the Technology Services Division (TSD). The Infrastructure Services Bureau Director will set policy, plan, organize and direct the Franchise Tax Board’s (FTB) centralized technology infrastructure in the areas of over 200 systems through server management, database and software support, and network engineering for the FTB. The FTB’s Information Technology (IT) systems support over 20 million taxpayers enabling the FTB to bring in 76% of California’s general fund.

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)
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 Infrastructure Services Bureau Director (Infrastructure Services BD) will establish policy, plan, organize and direct the design, development and maintenance of the hardware infrastructure to include:

- The FTB's Network Infrastructure Services - The hardware and software resources of an entire network that enable network connectivity, communication, operations and management of an enterprise network provides the communication path and services between users, processes, applications, services and external networks (the internet), and also includes the support of off-site disaster recovery hardware and data backups.

- Database Management Systems (DBMS) - The FTB's DBMS is the system software for creating and managing our databases. The DBMS provides users and programmers with a systematic way to create, retrieve, update and manage data. The DBMS essentially serves as an interface between the database and end users or application programs, ensuring that data is consistently organized and remains easily accessible.

- The FTB's Telecommunications - The framework which facilitates the exchange of information over significant distances by electronic means and refers to all types of voice, data, and video transmission.

The Infrastructure Services 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 including policy development in support of Security Information Management (SIM) and Software Asset Management (SAM) directives. 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 Infrastructure Services BD will identify and adopt standard enterprise technology processes and tool sets relating to infrastructure. A tool set can be described as a set of software routines or a complete integrated set of software utilities that are used to develop and maintain applications and databases. The Infrastructure Services BD is responsible for adopting or building the right processes and tools sufficient to maintain our infrastructure to keep our IT systems up and running. This position is critical to developing, implementing and maturing our service management organizational goals of leading a comprehensive software development organizational effort that will support all of the FTB through leadership, mentoring, and necessary policy development. The Infrastructure Services BD set policies on architecture, platform, database, performance requirements and risk tolerances and then develops and monitors processes to ensure the policies are being met.

In addition, the Infrastructure Services BD will provide 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. The Infrastructure BD will facilitate discussions and policy development to address critical departmental challenges such as responding to legislative mandates, determining how to ensure infrastructure procurements and strategic goals align with statewide policies and industry trends (e.g., cloud computing), strategically evaluating organizational strengths and network optimization, and considering political optics and organizational goals.
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 Infrastructure Services BD is responsible for all hardware configuration and maintenance over the IT infrastructure, database, and telecommunication 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.
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.

Over the last decade, the FTB’s TSD Bureaus have been organized around the IT systems they support, i.e. the Taxpayer Information Accounting System, the Accounts Receivable Collection System, the Integrated Non-filer Compliance System, etc. To better align with industry and State IT and Business demands, lower our costs, and prepare for the next two phases of tax system modernization efforts (Enterprise Data Revenue [EDR] Projects 2 and 3), the FTB is moving to a service management based organizational structure.

This requires the FTB to align the TSD around the “functions” we perform, versus the “system” we support. Under the service management structure, we move 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
- Data
- 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. A common complaint is why government isn’t more like Amazon or the online banking services where the taxpayer can have access to their information when and how they want it. This need has been further validated by the new administration’s creation of the Office of Innovation, which is part of Government Operations and the Department of Technology. Both provide oversight to the FTB and any IT efforts including statewide expectations from the Governor’s office. Their key initiative being ‘customer experience’ and their expectations that state services will be dynamic to meet our customer’s needs. For example, taxpayers now want to conduct business on mobile devices and want information in real time. 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 as well as transparency. Further, the FTB shares its data with other agencies and also receives data, which requires additional protections to isolate potential threats.

The FTB’s $100+ million worth of complex infrastructure has experienced substantial increases in platforms, toolsets and processes to support the FTB’s mission. The FTB's technical infrastructure has vastly changed in the past years from siloed solutions to larger, highly integrated, and more complex solutions to meet the evolving needs of our program areas, along with the technological opportunities available within the industry. In technology, there is a truth referred to in the industry as "Moore's Law". This truth states that computing power doubles every year to 18 months. This is felt in any organization that relies on IT to perform its operations. The technology that exists to help the FTB perform its work continues to grow in complexity, speed, and number of components that need to be maintained along with multiplying interdependencies with the infrastructure and toolsets. It is imperative to set policy, standards and processes to effectively master plan the FTB’s infrastructure future and contain the pervasive “sprawl” of new technologies, toolsets and needed processes. For example, in the last seven years the amount of servers have doubled to nearly 1600, with the introduction of additional platforms. The amount of storage required to sustain the FTB’s operations have increased by 1400% to 6.5 Peta-bytes and varied types of storage platforms. The amount of database rows have climbed by over 600% to 1.038 trillion rows. These trends are expected to continue with the FTB’s continued reliance on digital processes, operations and data. This position will have the authority to adopt and implement standard enterprise technology processes and tool sets to guide the FTB’s infrastructure in an intelligent and sustainable manner.
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 Infrastructure Services BD will exercise independence and authority in developing, implementing, directing, and evaluating the FTB's statewide policies relative to the Infrastructure Bureau and its direct impact to the TSD and the FTB. Examples of these IT policies are System Performance policy, Database Standards policy, Platforms Standards policy, Architecture Standards policy, and FTB's Cloud policy. The Infrastructure Services BD will serve as the expert advisor and provide critical consultation to the Executive Officer, CIO, Governance Council, and the FTB's executive management on all 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 Infrastructure Services 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, as well as with an eye towards aligning operational performance with the FTB's strategic goals and objectives.

The Infrastructure Services BD will review proposed legislation and recommend new policy creation and/or amend 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 us to look at virtually all processes to determine where we can integrate into existing processes and where we have to build anew. 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 Services (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 take 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.

As members of the FTB's executive management, the TSD Bureau Directors will be 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 Infrastructure Services BD sits on one or more of the FTB's action committees which is the governance committees that develop policy around customer service, compliance, internal business, privacy, organizational development and resource allocation. The Infrastructure Services BD will be responsible for providing direct support on major issues requiring external review and approval as well as policy issues impacting the FTB's business programs. For instance, the Infrastructure BD's roles and responsibilities will include:

The Infrastructure Services BD establishes and monitors infrastructure development and services 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 goals in support of tax administration. In addition to managing in an environment where consequence of error is extremely high and impacts the highest levels of state government and California taxpayers, the Infrastructure Services BD represents the FTB on committees and task forces outside of the FTB on issues with statewide impacts, such as IT best practices, input on statewide policies or tools regarding infrastructure frameworks from the Department of Technology, and opportunities to collaborate and share services. 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 we do 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 Infrastructure Services 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 Infrastructure Services BD also sets departmental policy to support statewide policies and mandates, such as IT letters issued by the California Department of Technology to convey official communications regarding state IT policies and procedures.
C. ROLE IN POLICY INFLUENCE (continued)

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

The Infrastructure Services BD will be responsible for directly impacting the formulation of software development policies, strategic decision-making, program effectiveness and the quality of IT services provided to the FTB and the public. As a member of the executive management team, the Infrastructure Services BD will provide strategic policy advice that will have a profound impact on the department's automated systems. The Infrastructure Services BD will continuously evaluate and monitor system performance and quality 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 intake staff and then the staff that manage the system changes/updates, to ensure system change requests are documented and analyzed for cross system impacts and prioritized accordingly to meet legal and business requirements and quality standards.

The Infrastructure Services BD will identify trends and issues impacting development and integrity and make decisions on staffing levels, classifications, and training and performance standards for the Infrastructure Bureau. The Infrastructure Services BD sets 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.

The Infrastructure Services BD is responsible for systems that support over 6,000 employees, over 20 million tax returns filed, and over $93 billion in revenue collected annually, which represents 76% of California’s general fund. Consequence of error is high and attention to detail and ability to react 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 Infrastructure Services BD will play a critical role in developing, implementing, and interpreting new and existing policies. The Infrastructure Services BD will strategize on impacts and develop 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 Infrastructure Services BD will develop consistent methodologies and standards for the comprehensive SDLC, common tools, expand shared services, etc. Further, the Infrastructure Services BD will be 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. Currently, there are two new policies being developed.