

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

05/22/2025

2. Department

California Department of Tax and Fee Administration (CDTFA)

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

CDTFA/Processing, Policy, and Data Division/Technology and Data Analysis Bureau

4. CEA Position Title

Technology and Data Bureau, Chief

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

The proposed position directs the Technology & Data Analysis Bureau and serves as a top-level expert in data analytics, research, and economic analysis to support and enhance the department's audit and compliance programs. This role directly supports the program's mission by using data-driven insights to identify tax gaps, improve taxpayer services, and ensure consistent and accurate application of tax and fee laws statewide.

6. Reports to: (Class Title/Level)

Career Executive Assignment, (PPDD, 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*): Could be considered part of the executive management team, but not at the deputy level. Senior management team.

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.

CDTFA's mission is to make life better for Californians by fairly and efficiently collecting the revenue that supports our essential public services. Under the general direction of the Deputy Director of the Processing, Policy, and Data Division (PPDD), the Technology & Data Analysis Bureau (TDAB) Chief is responsible for the leadership, management, and administration of the department's efforts to modernize and make process improvements using data analytics, complex business rules, research, and statistical analyses. The Bureau Chief manages the program activities and direct the plans and policies, including program and operational plans, of the CDTFA's TDAB; including the Business Analytics Unit (BAU), Data Analysis Section (DAS), and Research and Statistics Section (RSS). The Bureau Chief ensures these plans and policies are consistent with the Department's strategic direction. The Bureau Chief supervises the three section managers and also assists, makes recommendations, and evaluate the statewide audit and compliance program policies, procedures, and practices.

The Bureau Chief oversees the development of guided path return filing options for industries with more complex business rules and industries with lower compliance. The Bureau Chief is responsible for the development, implementation, and review of complex business rules and processes to identify potential underreporting of sales and use taxes and special taxes (tax and fees) by taxpayers. Using data analytics from returns filed by taxpayers along with other available data sources, the Bureau Chief is responsible for providing direction on planning and development of rules and processes. These rules and processes may involve complex calculations of amounts reported on returns comparing the amounts with other data sources, and comparing data from other CDTFA tax programs with the returns filed. Using the rules and processes, taxpayers will be notified of their potential underreporting of tax and/or fees and their possible amount due.

The Bureau Chief oversees the results of taxpayers being contacted by mail when tax and fee return reporting requires follow-up and amendments. The Bureau Chief provides direction in developing databases as taxpayers who are underreporting tax and fees are identified. The Bureau Chief provides expertise in how tax and fees are applied to a variety of businesses, and how these businesses should be filing their tax and fee returns. The Bureau Chief oversees the development of letters and other correspondence to use when contacting taxpayers. The Bureau Chief directs the creation of reports that will be developed to keep management apprised of the results.

Additionally, the Bureau Chief identifies areas that the department should focus on, based on data and analyses of the data. The Bureau Chief presents ideas to the Director and Chief Deputy Director in the Executive Office, senior management, and program areas on the focus areas identified. The Bureau Chief coordinates with other program areas for further review/work to be performed.

The Bureau Chief manages the coordination of the annual sales and use tax audit selection, revenue analyses, reports including data on revenue reported and cash receipts, and research projects for proposed changes to current law, regulations, and internal policies having significant statewide impact. The Bureau Chief directs data processing, reporting, and the creation of comprehensive reports to inform critical decisions for audits and compliance. The Bureau Chief oversees the databases use department-wide are maintained adequately. The Bureau Chief directs the work performed from the use of information from various third-party sources to identify potential non-compliance issues, generate leads, and support special projects and will analyze data to identify trends and potential risks.

The Bureau Chief ensures department works cooperatively with other agencies as well as other nonpublic entities to obtain data for the purposes of data matching and lead generation. The Bureau Chief coordinates with the Disclosure Office and Legal Department to develop and execute Memorandums of Understanding (MOU) to facilitate data exchange for use in audit and compliance leads. The Bureau Chief utilizes procurement policy to obtain data lists and secure contracts that will assist team members in utilizing complex software to perform data matching analysis to determine potential areas to narrow the tax gap. They Bureau Chief oversees team members that develop, coordinate, and compile statistics from various program areas to prepare annual and semi-annual reports to the Department of Finance, Legislative Analyst Office, State Controller's Office, and other interested parties.

The Bureau Chief directs the work of economic, econometric, and/or statistical research, analyses, and studies, as necessary, to support the department's programs. The Bureau Chief identifies areas of tax evasion for planning purposes, streamlining processes, etc. The Bureau Chief presents research and statistical support information and economic information to the Executive Office, senior management, stakeholders, and other interested third parties. The Bureau Chief will also be responsible for the oversight of data trend monitoring, economic developments, and estimates of the revenue effects of proposed legislation impacting the department's programs as well as maintaining basic statistical data on several tax programs.

Lastly, the Bureau Chief makes recommendations and provides alternatives for action to the Executive Office and the senior management team as it relates to TDAB.

## 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 Bureau Chief is critical to the program's mission and purpose as they carry out the CDTFA's mission by overseeing the implementation of modernized audit and compliance processes using business analytics. The Bureau Chief identifies areas of particular focus for our department to decrease tax gaps and increase revenues.

The Bureau Chief is responsible for leading the sections directly charged with conducting advanced data analytics, statistical research, workload analyses, studies, guided path return development, and program metric analytics. These efforts support CDTFA's strategic goals by allowing better audit selection, identifying trends, and streamlining audit processes to encourage self-compliance among taxpayers. The Bureau Chief has broad administrative and managerial authority over these critical sections; however, they operate under the strategic oversight of the PPDD Deputy Director and routinely reports to them, allowing the PPDD Deputy Director to use this information to inform and shape the Division's strategic vision and provide communication and policy information to the Executive Office. The PPDD Deputy Director and the Bureau Chief collaborate on return analytics proposals, data findings, and statistical research work. This structure is essential to the mission of the CDTDA as coordinated efforts between the Bureau Chief and PPDD Deputy Director ensure that data-driven impacts are incorporated into high-level policy decisions, which improve the fairness and efficiency of tax administration. This relationship strengthens CDTFA's ability to close tax gaps, increase voluntary compliance, and deliver essential services to the state, which is critical to the overarching objectives of CDTFA.

Additionally, the Bureau Chief executes and provides recommendations on policies and procedures and makes sure the policies and procedures are being administered uniformly. The Bureau Chief strives for the continued improvement to further CDTFA's by:

- Overseeing the development of guided path return filing options for specific industries and identifying areas of which new or updated policy and procedures are needed in to improve efficiencies.
- Simplifying audit and compliance processes which reduce costs and increase voluntary compliance.
- Implementing and analyzing workload, return, audit, compliance, and technical program metrics to optimize productivity and make necessary changes for continued improvement.
- Providing leadership and guidance for special projects and research conducted on sensitive taxpayer topics, including trend analyses, investigative leads, and revenue generating statistics.
- Providing expertise to team members in other program areas on policy needed to enhance our processes and improve efficiencies.
- Directing the work of economic, econometric, and/or statistical research, analyses, and studies, as necessary, to support the department's programs, or to provide to other agencies and/or stakeholders.

## **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.

This is a new position in a new division and bureau.

The change to create the new division is necessary and required for the department moving forward in order to better meet its mission in serving the people of the State of California in assuring tax collection in a fair and equitable manner.

The PPDD will allow the department to centralize the acquisition, evaluation, and analyzation of data for the purpose of modernizing our processes. The division will be responsible for the implementation of new legislation and the creation of policy and processes department-wide. Other program areas will be responsible for the execution of the formulated policy and processes created by the new division. This division will focus on implementing and administering changes to new and existing tax programs, analyzing data from multiple sources to improve operational efficiencies and reduce taxpayer compliance burdens and continue to modernize how we do business.

Since the CDTFAs establishment in 2017, departmental policy areas, research and statistics, and data analysis have been spread throughout the agency's divisions, including program areas their workloads directly effect. In order to assure independent policy development that effect the tax programs administered by the department and its program areas, consolidate research and analysis, and work towards improving data analysis, centralizing program areas whose duty includes these bodies of work is vital. Additionally, in centralizing research and analysis and data analysis in one division would better help the department leverage information to modernize and update its policies and business infrastructure.

This position would serve as the Chief of the Technology and Data Analysis Bureau (TDAB), reporting under the Deputy Director of the Processing, Policy, and Data Division. In order to ensure that the goals of the division are being met, the Chief would work at a higher-level in providing divisional and departmental leadership data analysis pertaining to sales use tax and special fees processes and efforts, along with revenue collection information, utilizing data from all areas of the department. This information would help set policy, procedures, and legislative changes that would better serve the constituency of California.

### 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 Bureau Chief ensures the policies, goals, and objectives of the department are met. The Bureau Chief is in a critical role as they direct work for all tax and fee programs for the department that has a direct impact on the revenue generated by the department for the State of California.

The Bureau Chief is responsible for managing and overseeing the operations of three key sections within the department, utilizing their expertise in return analytics, research, statistics, and data analysis to ensure these areas operate at peak efficiency. The Bureau Chief ensures that all policies and procedures related to data use (this is a separate than data activities overseen by CDTFA's Chief Information Officer), research and statistics, and data analytics are developed, implemented, and consistently followed throughout the department. Under the advisory of the PPDD, the Bureau Chief identifies areas for operational improvement, update procedures and policies, and recommend ways to make processes more efficient.

They will:

- Lead efforts to modernize processes, improving revenue collection for the state. This includes overseeing the implementation of advanced technology tools for system efficiency and automating audit and collection processes. The policy decisions made here will have a statewide impact by improving the efficiency and effectiveness of revenue collection, which directly influences state funding for essential services such as education, healthcare, and infrastructure. At the program level, this will streamline operations, reduce manual interventions, and enhance taxpayer satisfaction with easier, automated services.
- Establish policies to develop automated processes and procedures for audits, compliance, and reporting. By setting thresholds for manual reviews and automating reports, letters, and compliance checks, the Bureau Chief help reduce errors and increase the efficiency of audits and compliance efforts across industries. This policy will have a statewide impact by improving the overall compliance rate, leading to higher state revenues from accurate tax collections. Program areas will benefit from reduced workloads, faster response times, and better-targeted audit processes.
- Oversee the work involving detailed economic analyses and research to guide changes in sales and use tax laws and regulations. For instance, the Bureau Chief oversees the performance of revenue analyses on the impact of new local tax allocation laws, which could affect all jurisdictions in California. The analysis may also be used to inform legislative bodies or other external parties, potentially leading to significant statewide policy changes. Program areas within the department, the public, localities, and other interested parties may be impacted by these policy shifts.
- Oversee special projects involving complex tax laws, calculations, and data management, including creating policies for unique tax situations or emerging issues. This includes providing leadership and guidance for the application of new tax laws or regulatory changes. Statewide, this could result in shifts in tax policy that impact taxpayers, especially in complex or evolving businesses (for example, businesses involved with eCommerce sales).

These areas of responsibility demonstrate the Bureau Chief's central role in shaping both operational efficiency and policy, ensuring that the department's work aligns with broader fiscal goals while directly improving taxpayer services.

### **C. ROLE IN POLICY INFLUENCE (continued)**

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

The Bureau Chief exercises a high level of independence in developing, implementing, directing, and evaluating all areas of the TDAB's activities and work. The Bureau Chief executes and evaluates all policies within TDAB and those related to data analytics, data analysis, research, and statistics. However, the Bureau Chief reports directly to the PPDD Deputy Director who provides strategic oversight and leadership under the PPDD Deputy Director's authority, who also serves as the liaison between the Bureau Chief and the Executive Office, senior management, program areas, and third parties and stakeholders.

The Bureau Chief provides a single point of contact for all deliverables related to their areas of control. The Bureau Chief is responsible for meeting commitments, to manage and direct assigned resources, and make decisions on how/when work should be performed to enhance efficiencies among the department.

Under the general direction of the PPDD Deputy Director and the Executive Office, the Bureau Chief manages and directs the activities of the bureau, ensuring tax and fee revenues are collected in an equitable, effective, and efficient manner to provide revenue that funds vital public services and infrastructure at the state and local level and provides consultation and advice. The Bureau Chief develops and makes recommendations on tax and fee statewide policies and procedures, tax and fee advice, reports, and responses to the PPDD Deputy Director and Executive Office. The Bureau Chief provides input to assist with development of the department's strategic plan and implements the plan to improve efficiencies.

The Bureau Chief provides valuable leadership that requires areas overseen by the Bureau Chief be accountable, through and establishment of the appropriate measures, to meet strategic goals and objectives. The Bureau Chief's leadership includes the regular review, evaluation and implementation of tax and fee program effectiveness and operational efficiency.

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

The Bureau Chief will work closely with program areas when developing policy related to the modernization of our processes through use of business analytics for audit and compliance.

The Bureau Chief executes, evaluates, and recommends policies impacting TDAB and is a decision maker for the bureau for all policy related to the use of business analytics, data analysis, research, and statistics. The Bureau Chief will have significant policy influence for these areas and will engage in policy formation and modification as it relates to the scope of TDAB. The Bureau Chief is responsible for the development, evaluation, and implementation of new and existing policy and will ensure that business policies, goals, and objectives are met. The Bureau Chief provides consultation and advise to the PPDD Deputy Director and the Executive Office, senior management, program areas, third parties, and stakeholders.

The Bureau Chief executes policy-related decisions related to the use of business analytics, audit tools, and the use of modernized technology. The Bureau Chief develops guided-path returns and influence policy decisions related to these areas. The Bureau Chief develops and makes recommendations for when new legislation is proposed and implemented. The Bureau Chief oversees reports, statistics, metrics, and research in relation to the new legislation. Additionally, the Bureau Chief develops and makes recommendations for new policy for specific industries as a direct result of their research work performed. The Bureau Chief is also responsible advising on procedural matters related to reports and data being utilized internally and externally.

The Bureau Chief performs economic analyses for all proposed changes to current and proposed tax and fee laws and regulations and ensures all analyses are conducted accurately and timely to meet the requirements of the CDTFA and legislature and that policy related to these proposals are implemented for proper administration of the law. The Bureau Chief provides guidance and leadership for special projects including, but not limited to, complex law, calculations, data, and returns and establishes policy accordingly.