

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

May 8, 2024

2. Department

California Department of Technology (CDT)

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

Middle Mile Broadband Initiative (MMBI)

4. CEA Position Title

Assistant Deputy Director, MMBI

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

Under the general direction of the Deputy Director, Middle Mile Broadband Initiative (MMBI), the Assistant Deputy Director is integral to the program's mission. The CEA oversees program management, governance and contract administration, playing a central role in the development and maintenance of a statewide open-access middle-mile broadband network. The Assistant Deputy Director ensures adherence to the Middle-Mile Advisory Committee's (MMAC) principles and statutory requirements, promoting transparency and accountability in implementing broadband-related policies and initiatives, in perfect alignment with the program's mission.

6. Reports to: (Class Title/Level)

Deputy Director, Middle Mile Broadband Initiative

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.

Program Management and Project Direction

As the Assistant Deputy Director of MMBI, the primary responsibility is to jointly oversee and direct all facets of the MMBI program. This entails overseeing relationships with MMBI business partners and the MMBI Enterprise Operating Fund. The core duties include vigilant monitoring of the daily operations of the third-party administrator in charge of the development, acquisition, construction, and maintenance of the statewide open-access middle-mile broadband network. A critical duty is the supervision of recommendations related to the prioritization, location, permitting, and construction of open-access middle-mile broadband connections that facilitate broadband access to unserved and underserved households. The CEA is further tasked with coordinating and ensuring alignment with inputs from the MMAC, providing strategic leadership in the implementation of the National Telecommunications and Information Administration (NTIA) Grant Management, and actively contributing to the development of the roadmap for future utilization, operation, and maintenance of the state-owned open-access middle-mile broadband network.

Governance and Oversight

The Assistant Deputy Director is expected to adhere to the guiding principles laid out by the MMAC and collaborate effectively with state business partner entities, including the California Public Utility Commission (CPUC) and the Department of Transportation (CalTrans). Ensuring that respective roles and responsibilities conform to statutory mandates is central to this role. Collaborative efforts with the third-party administrator are paramount in order to guarantee the successful implementation of MMBI initiatives within established budgetary and timeline parameters. Additionally, the CEA mandates overseeing the implementation of new and existing broadband-related policy and legislation. Close collaboration with CDT Communications and Stakeholder Relations and Office of Legal Services is required to address labor concerns, encompassing prevailing wage and union matters.

Contract Management and Reporting

The Assistant Deputy Director of MMBI will exercise responsibility for the comprehensive management of contracts related to the Public-Private Partnership Acquisition. Furthermore, daily operations associated with the procurement and maintenance of statewide open-access broadband network reporting data fall under the purview of this position. The generation of strategic analysis, data, and recommendations related to Middle Mile Route locations and Alternative Development Methods (ADM) is also a core function. The CEA has oversight of the development and submission of State and Federal Reports, encompassing, among other reports, the statewide open-access broadband network status report for the Legislature. These functions are integral to ensuring transparency and accountability in MMBI initiatives and the comprehensive management of the statewide broadband network.

Serve as a member of the department's Executive Staff, act as an advisor to the Director/State Chief Information Officer (CIO), Chief Deputy Director/Deputy State CIO, Deputy Director, MMBI and the department's executive management team. Collaborate with the executive staff on CDT's business strategy and sustainable operating model. Forge strong partnerships with department directors, Agency Information Officers (AIOs), departmental CIOs, presidents and vice presidents of private sector companies, and executive staff. Coordinate executive briefings, monitor strategic progress, and publish performance reports.

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 Assistant Deputy Director, MMBI position plays a central role in advancing the CDT's mission by spearheading the strategic development and operational oversight of the Middle Mile Broadband Initiative. As a member of CDT's executive team, the incumbent actively contributes to the realization of statewide technology advancement by ensuring the efficient development and operation of the MMBI network. By taking a leadership role in policy formulation, contract management, and strategic coordination with business partners, the Assistant Deputy Director aligns the MMBI program with CDT's commitment to secure, equitable, and reliable technological solutions.

The Assistant Deputy Director's role in implementing broadband-related policies aligns with CDT's overarching mission of effective policy and oversight. Through these efforts, the position plays a pivotal role in promoting innovation and fostering collaborative partnerships to bridge the digital divide and ensure California's technological advancement benefits all 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.

As the program is moving from planning, design and procuring to construction, it is necessary to expand the overall management to ensure the success and quality of the network. This critical transition point is the trigger requiring this request at this time. During the construction phase, the magnitude of politically sensitive issues requiring the attention of the Deputy Director will come at a pace that is not sustainable and could result in delays in response or attention to matters and harm relationships and progress to move forward. For instance, decisions related to construction contracts, compliance with prevailing wage regulations, and addressing unforeseen challenges in the field will demand swift and informed responses. Beyond the construction phase, the Assistant Deputy Director's responsibilities shift towards the post-construction and operational aspects. The CEA will participate in the development of a roadmap for the future utilization, operation, and maintenance of the broadband network. This includes ongoing oversight of contracts, analysis of Middle Mile Route locations, and alternative development methods. The CEA will continue to work closely with various entities to ensure the network's efficient operation. The development of a CEA position emphasizes the advanced level of the job and the crucial role of having an executive managing the challenges linked to the construction phase. This decision is a proactive measure to ensure that the program's progress and relationships are not compromised during this critical juncture, and it reflects a keen understanding of the demands that arise during the construction phase and the post-construction and operational phase of a large-scale infrastructure project like the MMBI. While the Legislatively designated third party administrator has provided some valuable input in its consulting role, the MMBI program in general, and the Deputy Director in particular, will continue to need to play the primary role in developing the program and identifying and driving the statutorily required workload within the mandated timeframe.

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.

As a key member of CDT's executive team, the CEA holds a pivotal role in ensuring the seamless development and operation of the MMBI network. Tasked with comprehensive oversight, the CEA is responsible for addressing all operational needs essential for the program's success. This includes representing CDT's interests, recommending strategic directions, and providing rigorous project oversight. The CEA's influence extends to setting policies, where they play a critical role in evaluating, advising, and assisting CDT's leadership, including the Director, Chief Deputy Director, and Deputy Director, MMBI.

In their capacity as policymaker, the CEA undertakes multifaceted responsibilities. Firstly, the CEA collaborates extensively with MMBI's business partners, both within and outside the Administration, to craft policies and procedures vital for the development, commercialization, and operational sustainability of the State's MMBI network. This involves the intricate development of business processes integral to the network's functioning.

Secondly, the CEA actively supports policy and process analysis and development, engaging in the thorough vetting of business decisions related to IRU/lease, joint-build ventures, purchases, and partnerships with State construction entities. This multifaceted involvement encompasses project segment analysis, advocacy efforts, and ensuring compliance with federal funding requirements. The CEA, as the subject matter expert, assumes a central role in policymaking for CDT concerning middle-mile broadband delivery. This spans federal funding programs, last-mile partnerships, the ambitious Broadband for All initiative, and crucially, the commercialization, operation, and management of the state-owned network.

The CEA's policymaking influence extends to the strategic management of revenues flowing into the enterprise fund, as well as the judicious expenditure of these funds for operating costs and network expansion. The role includes overseeing the substantial federal grant funds from the ARPA and the NTIA grants. Additionally, the CEA spearheads critical aspects such as determining network routes, managing substantial contracts for alternative development methods, construction contracts (including prevailing wage requirement implementation, permitting), and the meticulous development of annual reports mandated by SB 717. In essence, the CEA's role as a policymaker is integral to the success, sustainability, and strategic advancement of the MMBI program.

The CEA plays a central role in the successful implementation and coordination of MMBI initiatives, which have a widespread impact, visibility, and often involve sensitive issues. This includes managing State-owned broadband assets' commercialization and contracts with the concessionaire and potential clients. These responsibilities hold statewide significance, particularly in addressing the digital divide and promoting digital equity. As a result, the CEA faces scrutiny from the Legislature, federal government, state agencies, the media, and the public, underscoring the pivotal nature of their role in steering the MMBI program to success.

C. ROLE IN POLICY INFLUENCE (continued)

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

Serve as the assistant program and project director of the MMBI. The Assistant Deputy Director shall oversee the acquisition and management of contracts for the development, acquisition, construction, maintenance, and operation of a statewide open-access middle-mile broadband network to facilitate high-speed broadband service in California, particularly for unserved and underserved residences.

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

The CEA position encompasses a dual role in policy management. Firstly, it actively engages in the development of new policies and procedures for the MMBI by collaborating with MMBI's business partners within and outside of the Administration. In this capacity, the CEA contributes to the creation and refinement of policies that guide the development, commercialization, and operation of the State's MMBI network, including the establishment of new business processes to support the initiative's goals.

Simultaneously, the CEA plays a pivotal role in interpreting and implementing existing policies. As a subject matter expert and policymaker for CDT, the CEA interprets and applies policies related to middle mile broadband delivery, federal funding programs, last mile partnerships, operation and management of the operations fund, public-private partnerships, and various state and federal statutory requirements. This dual function ensures that both evolving and established policies are effectively applied, maintaining the integrity and success of the MMBI program.