

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

7/1/2016

2. Department

Department of Social Services

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

Welfare to Work Division, Housing and Disability Advocacy Branch

4. CEA Position Title

Chief, Housing and Disability Advocacy (HDA) Branch

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

The Chief, Housing and Disability Advocacy Branch is responsible for all aspects of policy development, implementation and evaluation of policies and procedures related to CDSS programs pertaining to housing support, prevention of homelessness and disability income advocacy. The Chief is responsible for the development and oversight of three major initiatives totaling over \$100 million including: 1) the newly established Housing and Advocacy Program (\$45M), 2) the expanded Housing Support Program (\$47M), and 3) the Bringing Families Home Program (\$10M).

6. Reports to: (Class Title/Level)

Deputy Director (Exempt), Welfare to Work Division

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): The HDA Branch Chief advises Executive Management regularly on all Housing policy and statewide county systems issues.

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.

The California Department of Social Services (CDSS) includes the Welfare to Work Division (WWD) responsible to "serve, aid and protect needy and vulnerable children and adults in ways that strengthen and preserve families, encourage personal responsibility and foster independence." Effective July 1, 2016, the WWD is required to implement legislation designed to address the state's overall homeless problem by assisting in the reunification of foster children with their families and by identifying qualifying Supplemental Security Income/State Supplementary Payment (SSI/SSP) candidates for housing programs.

To that end, The HDA Branch Chief will provide policy planning, development, implementation and program goals and objectives to ensure the effective development and operation of housing support, homelessness prevention, and disability advocacy. In addition to the recently established CalWORKs Housing Support Program, the Branch Chief will implement two new programs: 1) Bringing Families Home Program that will provide housing assistance to homeless parents with children in foster care seeking reunification; and, 2) Housing and Disability Advocacy Program that will provide housing assistance to individuals during the disability income application process. As the Temporary Assistance for Needy Families (TANF) oversight agency, the CDSS is responsible to provide oversight and technical assistance to counties administering these programs.

Duties for this new CEA concept include and are not limited to:

1. Oversees and directs the development and implementation of statewide policies, procedures and processes for all CDSS programs pertaining to housing, homelessness prevention, and disability advocacy. Serves as the primary advisor to the CDSS Executive Staff on all state and federal matters pertaining to these programs.
2. Represents CDSS externally to all government and nongovernmental organizations on housing and homelessness prevention policy.
3. Collaborates with the Legislature, Congress and affected organizations at all three levels of government as well as with affected nongovernmental organizations, such as welfare and housing advocacy groups, on legislative and policy issues.
4. Implements the new statewide Bringing Families Home Program, and the New Housing and Disability Advocacy Program, by establishing policies and procedures to facilitate the provision of housing assistance to homeless parents with children in foster care seeking reunification.
5. Develops policies to evaluate county proposals, the identification of qualified applicants, what resource the counties may use to match funds, acceptable performance outcomes and what technical assistance will be provided by the CDSS.
6. Plans, organizes and directs the development, application, and uniform implementation of state legislative and regulatory changes for the existing CalWORKs Housing Support Program. Develops county funding policies for new and transitioning counties and policies to determine which individuals and families will qualify for this assistance program.
7. Provides leadership in awarding contracts and monitoring the activities of participating counties, in the delivery of housing and disability advocacy services. This includes statewide programmatic and fiscal policies and procedures related to the allocation of funds to counties which require an application and funds matching commitment. Oversees the development of reporting forms and presents program results to the Legislature and Governor's Office.
8. Monitors a budget of over \$100M and multiple contracts with County Welfare Departments.
9. Organizes the Branch and allocates resources to accomplish strategic objectives in the most efficient manner in accordance with sound management principles.
10. Provides administrative oversight and direction to Branch staff, including and not limited to: adherence to all CDSS policies and procedures, mandatory training, professionalism expectations and documentation of all developing policies and procedures.

**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 HDA Branch is critical to the CDSS mission to serve, aid and protect needy and vulnerable children and adults. The HDA programs will assist thousands of low-income, disabled, aged, and foster children in California with safe housing options. These efforts will require a coordinated approach among the three programs.

The newly established Bringing Families Home Initiative seeks to assist local communities in addressing homelessness and requires a coordinated approach. This program requires the CDSS to award program funds to counties for the purpose of providing housing-related supports to eligible families experiencing homelessness. Eligible families will include any individual or family that receives child welfare services, is homeless, voluntarily agrees to participate in the program, and has either been: 1) determined appropriate for reunification of a child to a biological parent or guardian; or, 2) a child or children in the family are in foster care placement or are at risk for foster care placement; and it has been determined that safe and stable housing is needed.

The newly established Housing and Disability Income Advocacy Program will provide state grant funds to participating counties for the provision of outreach, case management, and advocacy services to assist clients who are homeless or at risk of becoming homeless to obtain disability benefits. Counties will provide, or contract for, outreach, active case management, and advocacy services related to the SSI/SSP program, the federal Social Security Disability Insurance (SSDI) program, the Cash Assistance Program for Immigrants, and Veterans benefits provided under federal law. Counties will give highest priority to individuals who are chronically homeless or rely the most heavily on state- and county-funded services. Other populations targeted include general assistance or general relief applicants or recipients who are homeless or at risk of homelessness.

The newly expanded CalWORKS Housing Support program provides housing support, including rental costs, to eligible CalWORKS recipients who are experiencing homelessness or housing instability that would be a barrier to self-sufficiency or child well-being. This program was initially established in 2014 with an allocation of \$20M which was limited to twenty counties. Due to increased need, the program was expanded to forty-four counties at \$35M in 2015-16, and recently received an additional \$12M investment to further expand these critical services.

**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.

California's housing costs are extremely high. Approximately 1.5 million low-income California households pay more than half their income in rent, straining their ability to pay for other household expenses. In addition, the state has a disproportionately high share of the nation's homeless and chronically homeless. There is increasing evidence that demonstrates the effectiveness of interventions such as rapid rehousing and permanent supportive housing in addressing chronic homelessness. In response, the Administration and Legislature have recently created a number of housing initiatives that are using this collaborative approach to address chronic homelessness.

The CDSS will oversee three initiatives that will provide targeted services to county populations in greatest need of housing support services:

Bringing Families Home Program - 10M to fund rental assistance and services for homeless families involved in the child welfare system. This program will provide families with the rental assistance and services needed to to obtain and maintain housing stability.

Housing Support Program - 50M to fund rapid re-housing to homeless families enrolled in CalWORKS to provide short-term to medium-term rental assistance, with short-term casement management services, to help stabilize the family.

SSI Outreach Program - An effort, in collaboration with the above programs, to educate eligible Californians on available benefits and to properly identify those also eligible for the housing assistance programs.

### 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 Housing and Disability Advocacy Chief must develop, implement and maintain statewide policies and procedures for three distinct housing programs recently created by the Legislature. The Bringing Children Home, Disability Advocacy and Housing Support programs give the administration broad discretion to set program goals and policies.

The Chief is responsible for the statewide policy development process required for the new programs.

Policy development and implementation for the new programs include:

1. Setting policy regarding qualifications for county grant awards.
2. Setting policy for the criteria use for evaluating county proposals.
3. Setting policy on identifying qualified applicants.
4. Setting policy on what types of funds, or activities, can be used to provide the required county match.
5. Setting policy regarding performance outcomes and how they will be measured.
6. Setting policy for improving performance through technical assistance.

The Chief is also responsible for the statewide policy clarification, and new policies, for the existing CalWORKs Housing Support Program in the following areas:

1. Setting policy regarding how much funding will go to new counties that have not participated in the program to date.
2. Setting policy for transitioning recently added counties to full-year operations.
3. Setting policy regarding the definition of homelessness and who may be served.

The Chief will lead the above policy setting agenda with minimal assistance from the Deputy Director. The Chief will develop policy within a complex and contentious environment involving stakeholders, welfare advocates, housing advocates, county welfare departments, and legislative staff.

Statewide impact:

The Housing Support Program Currently operates in 45 counties. It is expected to expand to over 50 counties in the coming year. The new Housing and Disability Advocacy program has a combined budget of over \$100 million (including matching funds) and is expected to operate in many of the state's most populated counties. The problem of reuniting Foster Children with their parents is a statewide issue of great importance and significant interest.

Studies indicate that homeless increased the likelihood of chronic illness, lower education, recidivism into jails and prisons and increased dependence upon the more expensive foster care system. Successful deployment of these programs will provide better outcomes for currently homeless families, provide missing stability and allow access to available services to maintain their independence.

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

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

The HDA Chief has primary responsibility for prioritizing and developing policies for all housing programs administered by the CDSS to combat homelessness. To ensure policies are appropriate and can be implemented, the HDA Chief must consider the new and/or revised state and federal legislation and budgeting needs as well as incorporate timely feedback from stakeholder groups, consumers, providers, local, state, and federal governmental entities and must effectively communicate these policies to the local County Welfare Departments. The HDA Chief will act independently while providing critical briefings to the Directorate.

The HDA Chief will have frequent contact with the Department Directorate on highly critical and sensitive issues related to housing and disability advocacy. Additionally, the Chief will have regular communication with members of the Legislature or their staff, the Department of Finance, California Department of Housing and Community Development, the Health and Human Services Agency, the County Welfare Directors Association (CWDA), the media, housing advocates, disability advocates, and congressional staff.

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

Both. Two of the three programs that the CEA will oversee are newly established. While the Housing Support program was established in 2014, the CEA will need to continue to refine and establish policies to ensure the successful implementation of the program. These policies are particularly complex as they require collaboration and funds matching between the CDSS and various county participants.