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

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

Animal Health and Food Safety Services (AHFSS) Division, Animal Health Branch

4. CEA Position Title

Assistant Director, Business Management

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

The California Department of Food and Agriculture (CDFA) requests approval for the revision of the existing CEA A concept to continue to serve as the Assistant Director for the Animal Health and Food Safety Services (AHFSS) Division. The Assistant Director will formulate and implement statewide policies within AHFSS in coordination with programs across CDFA, the Department’s Executive Office, University of California (UC), and other federal and State agencies. The Assistant Director is responsible to provide oversight and policy direction to Health and Safety Program, the Business Data Analysis and Information Technology Governance, data management program, and will serve as a lead technical expert and policy advisor for the California Animal Health and Food Safety (CAHFS) Laboratory System Management program, which is an extension of the AHFSS' mission providing services to protect the public and animal health through prevention, detection, and eradication of livestock and poultry disease and dairy contaminations incidents.

6. Reports to: *(Class Title/Level)*

State Veterinarian and Director, CEA B

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): While the Assistant Director is not a member of the Department Executive Team, the Assistant Director will function as an extension of the Executive Management Team overseeing the ongoing Health and Safety Program, the Business Data Analysis and Information Technology Governance and data management program, and CAHFS Laboratory System Management program.

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 administrative direction of the State Veterinarian and Director of AHFSS, the CEA A will serve as the Assistant Division Director for AHFSS and will provide oversight and policy direction to CDFA’s Statewide policies within AHFSS in coordination with programs across CDFA, the Department’s Executive Office, University of California (UC), and other federal and State agencies. The Assistant Director is directly responsible for the overall planning, organizing, directing and supervision of the following Statewide Division programs: California Animal Health and Food Safety (CAHFS) Laboratory System Management; New Program Development and Restructuring; Legal, Legislation and Investigation; Employee Health and Safety; Administration; Construction/Capital Outlay; Stakeholder Engagement and Social Media; Continuity Planning and Implementation; Grant Management; and Business Data Analysis and IT Governance.

The duties include but are not limited to:

Policy Development and Management:
The CEA will be responsible to direct and oversee funding, budgetary planning, capital outlay projects and long-term strategic goals in the Division’s partnership with CAHFS Laboratory network. Assembly Bill 2772 (Chapter 1536, Statutes of 1982) requires CDFA to establish and operate poultry and livestock disease diagnostic laboratories. Through the partnership between CDFA and CAHFS, the laboratory system will serve as a critical early warning system to rapidly detect and contain disease outbreaks to mitigate potentially devastating impacts to producers, public health, and the State’s economy.

The CEA will develop, formulate, implement, and execute sound policies and guidelines for the Statewide AHFSS’ Health and Safety Program addressing unique hazards related to disease and contamination that field staff encounter through multiple mitigation programs and multiple health and safety projects. Additionally, the CEA will develop policy and procedures to implement Statewide initiatives and objectives related to animal health and food safety directives, including but not limited to, data management and analysis; technology development and public engagement; investigations, legislative analysis and administrative rule-making procedures and practices. The CEA will be responsible to collaborate with Statewide and national industry stakeholders and representatives from other state agencies to develop policies, to strengthen stakeholder relations, to determine solutions, and to gather consensus on a variety of issues.

Policies and Guidelines related to CAHFS Laboratory System:
The CEA will serve as a lead technical expert and policy advisor to executive leadership in recommending and implementing strategies to ensure the integrity and reliability for the CAHFS Laboratory information Management System (LIMS). The CEA will coordinate with the University of California, Davis, and six AHFSS Branch Chiefs to develop and implement policies and guidelines for a five-year capital outlay plan, including a major equipment plan, and deferred maintenance plan. The CEA will plan, organize, and lead the annual financial compliance audit of CDFA’s funded laboratory function and will have delegated decision authority related to programs’ needs on multi-million-dollar construction projects, interacting with the Department of General Services, Department of Finance, consultants, and contractors.

Administrative Management:
The CEA will serve as a mentor to Branch Chiefs, Division management, and field supervisory staff on a wide range of administrative and technical matters and will provide expert-level leadership to develop, administer, identify, evaluate, and provide solutions to programs’ complex administrative activities. The Division Director will prepare, review, and edit complex and difficult position memos, papers, and documents on sensitive issues affecting the Division and the Department. Additionally, the CEA will plan, organize, and lead the AHFSS’ workforce, succession, and strategic planning goals and objectives and will ensure all related policies and guidelines are implemented, followed, and successfully executed. The CEA will oversee the development of internal policy and standardized protocols consistent with the changing industry environment and State fiscal conditions and the ongoing preparation, monitoring, and reconciliation of seven complex program budgets to ensure solvency and appropriate reserve.

Division Oversight and Representation:
The CEA will represent AHFSS at a wide variety of events, including presentations, briefings, conferences, trainings, networking events and support special projects and will serve on special task force assignment to provide input and further policy initiative on behalf of CDFA and AHFSS. The Assistant Director will provide interpretation on policy direction for the Governor’s Office, the Legislature, other administrative and regulatory bodies, the media, and the public regarding issues that affect California’s agriculture. The CEA will advise the Director, Assistant Secretary, Deputy Secretaries, Undersecretary, and the Secretary of the Agriculture related activities of the Division.

Information Management, Technology Development and Public Engagement – Policies and Guidelines:
The CEA will collaborate with CDFA’s Office of Information Technology Services (OITS) to provide oversight, coordination, and guidance for the implementation of AHFSS enterprise-wide information technology projects which require the oversight and approval of California Department of Technology. The CEA will collaborate with OITS’ Risk Management Office and AHFSS’ programs to ensure disaster recovery plans, documentations and testing policies and guidelines are developed and maintained. CEA will advise the Division Director and CDFA’s Executive Office on areas specifically related to activities of the Division.
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: CDFA's mission is to serve the citizens of California by promoting and protecting a safe, healthy food supply, and enhancing local and global agricultural trade, through efficient management, innovation, and sound science, with a commitment to environmental Stewardship. CDFA will ensure that only safe and quality food reaches the consumer; protect against invasion of exotic pests and diseases; promote California agriculture and food products both at home and abroad; ensure equitable and orderly marketplace for California's agricultural products; and build coalitions supporting State's agricultural infrastructure to meet evolving industry needs. This proposal is integral and a bedrock to CDFA's mission statement and strategic plan to optimize resources through collaboration, innovation, and process improvements.

The CDFA's Animal Health and Food Safety Services (AHFSS) Division is responsible for the safety and security of meat, poultry, and dairy products, along with other foods of animal origins. The Division provides services to prolong the effectiveness of antimicrobials through monitoring use in livestock and providing stewardship guidance and ensures that animal blood banks and blood products used in emergency animal medicine meet animal care and safety standards. The Division works with the California Governor’s Office of Emergency Services to support animal needs during disasters.

In addition, the Division provides services to protect the public and animal health through prevention, detection, and eradication of livestock and poultry diseases and dairy contamination incidents, including support for the California Animal Health and Food Safety (CAHFS) Laboratory network in California.

Assembly Bill 2772 (Chapter 1536, Statutes of 1982) requires CDFA to establish and operate poultry and livestock disease diagnostic laboratories. The laboratory system will serve as a critical early warning system to rapidly detect and contain disease outbreaks to mitigate potentially devastating impacts to producers, public health, and the State’s economy. The CEA will be responsible to direct and oversee funding, budgetary planning, capital outlay projects and long-term strategic goals in the Division’s partnership with CAHFS Laboratory network. Additionally, the CEA is directly responsible for the policy development and the overall planning, organizing, directing, and supervising of the statewide Division programs related to animal health and food safety directives, including but not limited to data management and analysis; technology development and public engagement; and investigations, legislative analysis and administrative rule-making procedures and practices.
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.

The retirement of the former Assistant Director, CEA A, on 12.31.21 triggered a review of the duties. The Antimicrobial Use and Stewardship program (AUS) will no longer report to the Assistant Director but rather to the Director, CEA B, because other duties which the CEA A position must direct such as the employee health and safety, new program development, laboratory system oversight, public engagement, and data management have grown.

The CEA will manage the policy and implementation of the AHFSS’ statewide Health and Safety Program (HSP). The purpose of this program is to establish safety guidelines for consumers, employees, and our first responders as they are routinely exposed to hazards and other potentially deadly diseases like anthrax and tuberculosis that can result in illness and loss of life. It is mission critical that the CEA considers the health and safety of CDFA employees who are first on-site to investigate animal die-offs or food contamination events, ensuring the appropriate measures are in place to mitigate the risk of harm to employees and the public as viruses such as Avian Influenza and SARS CoV2 (COVID 19 in animals) arise. SARS CoV2 is a regulated disease in animals and must be reported to AHFSS. However, influenza is currently considered a larger threat that can result in nearly 100% fatality in poultry, but also kills over 50% of the people that become infected while in close contact with the infected poultry. This work has become increasingly important since like COVID-19, avian influenza and other emerging pathogens are driving the workload for independent policy-level management of the Division Health and Safety program and staff.

AHFSS is a dynamic division serving a broad sector of California. The CEA will execute duties in planning, developing, and organizing Division activities, particularly those involving restructuring or additions of new programs like Livestock Confinement (2022), carcass management (2022), blood banks (2022), and on-farm livestock harvest (2022). In doing so, the CEA will mentor branch managers and ultimately provide solutions for a wide range of difficult management and administrative problems. In addition, the CEA will represent the State Veterinarian with governmental agencies, industry groups, university officials and at legislative hearings and will independently meet with representatives of these groups to acquire information, determine solutions, and gather consensus on a variety of issues.

The CEA will work closely with the CDFA Office of Information Technology Services (OITS) to provide oversight, coordination, and guidance for implementation of the most complex Division information technology needs. Since geography plays a major role in understanding the dynamics of animal health and the spread of disease, accurate data has become increasingly important as we continue to use geographical information systems (GIS) Mapping outbreak events reveals spatial relationships, such as clustering, and allows analysis with other data such as transportation infrastructure or environmental factors. At any given time, AHFSS has three to six major active mobility computing development or data reporting projects, which require ongoing maintenance and operation, as well as more than 12 modules for the Emerging Threats Data Management Enhancement System, which also require maintenance.

The CEA will also have full management and supervisory responsibility for the planning and management of the statewide AHFSS Administrative Program resources as well as the conception, design and implementation of actions to assure program goals are met. The CEA will have policy setting responsibility for the management of the $20 million/year laboratory contract and major construction projects (>$$30 million).
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.

1. Employee Health and Safety: Many policies related to employee health and safety are set at higher levels and implemented via procedures at the division level. AHFSS, however, is unique because field staff are first on-site to investigate animal die-offs and food contamination events of unknown cause, which can carry unique threats as previously described. Policies that address the need for a medical surveillance program under the oversight of a contracted M.D., who can conduct investigations from a safety perspective, who should be included in a respiratory protection or hearing protection program, adequacy of the Illness and Injury Protection Plan, the development of an employee safety culture, etc., can literally mean life or death to AHFSS staff in harms way.

2. Animal Health and Food Safety Laboratory System (CAHFS): The legislature placed funding and oversight responsibility on AHFSS for the CAHFS Laboratory System. To fulfill this responsibility the CEA must set policy related to reporting and oversight of the $20 million annual operating budget; prioritize major construction projects to ensure the current and future mission can be met by engaging with stakeholders and State and University Executive management; and take corrective action requiring political and fiscal sensitivity and judgment when the mission and the management of the laboratory are not aligned. Because it takes an extended time to adjust infrastructure like a laboratory, any mistake in policy related to the above can take a decade or more to recover from and during that time the State’s early warning system to outbreaks and food contamination make not be optimized, leading to fiscal waste, negative economic impact and potentially to public health threats.

3. Information Management: AHFSS, like most agencies, is becoming more dependent on accurate and readily accessible data to support program efficiency and delivery of service. This information is particularly critical to risk-based inspections and disease outbreak response. While each Branch governs data required for their mission area, the CEA will be responsible for vision and policy that leverages data across branches to improve quality and decision-making; guides the division IT governance committee; prioritizes new development; balances data integrity and confidentiality with access; etc. By working with CDFA Executive Management and the Office of Information Technology Services, information management policy set by the incumbent will result in and ensure the success of major development projects like the replacement of the Emerging Threats Data Management System (ET) used to collect, manage, and report all program activities.

4. Structural Realignment: As legislation, State financial goals, and a changing environment drive adjustments to existing programs, the CEA will be responsible for policy related to personnel realignment across AHFSS. Understanding State, Department, and Division goals and coordinating with Department executives and other Divisions and agencies will be integral to effective leadership in this area. Current examples include setting direction for adjustments to programs impacted by COVID like the Equine Medication and Monitoring Program, and determining the reporting structure and staffing plan to implement AB 1282 (2021) Blood Banks for Animals and Proposition 12 (2018) Livestock Confinement as they become fully implemented in 2022. Concomitant with providing structural direction, is ensuring fiscal solvency by anticipating change and exploring alternative funding structures like fees and marketing orders. The relative efficiency of a program can have multi-million dollar fiscal impacts, but often the larger impacts are on the economy. For example, as new laws come into effect, leveraging all existing resources to improve enforcement can have million to billion dollar impacts on black market trade. The CEA will set policy related to organizational structure and cross-branch staff utilization that minimizes these fiscal and economic impacts.
C. ROLE IN POLICY INFLUENCE (continued)

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

The Assistant Director will function as a top administrative advisor to the Division Director/State Veterinarian CEA B on issues related to CDFA's Animal Health and Food Safety Services (AHFSS) Division and will perform a wide range of managerial and consultative work concerning the development and implementation of policies within the Division and in coordination with programs across CDFA and other agencies.

The Assistant Director is directly responsible for policy development and the overall planning, organizing, directing and supervising of the following statewide Division programs: California Animal Health and Food Safety (CAHFS) Laboratory System Funding Management; New Program Development and Restructuring; Administration; Construction/Capital Outlay; Stakeholder Engagement and Social Media; Continuity Planning and Implementation; Grant Management; Legal, Legislation and Investigation; Employee Health and Safety and Business Data Analysis and IT Governance.

The Assistant Director will have primary oversight and decision-making authority for the development of policy and protocols between AHFSS and California Animal Health and Food Safety (CAHFS) to ensure CAHFS processes and procedures align with the operational and strategic business goals of CDFA and AHFSS. The Assistant Director will serve as a lead technical expert and policy advisor for CAHFS' Laboratory System Management (LSM) program, which is an extension of the AHFSS' mission providing services to protect the public and animal health through prevention, detection, and eradication of livestock and poultry disease and dairy contaminations incidents. Additionally, the CEA will have policy setting responsibility for the management of the $20 million/year laboratory contract and major construction projects.

The Assistant Director will have independent decision-making authority for all policy development and implementation of the Employee Health and Safety program and the Injury, Illness Prevention Plan (IIPP) within the Division. Additionally, the CEA will develop policy and procedures to implement statewide initiatives and objectives related to animal health and food safety directives, including but not limited to data management and analysis; technology development and public engagement; and investigations, legislative analysis and administrative rule-making procedures and practices.

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

The CEA will primarily be implementing new policy, but will also interpret or refine existing policy. For example, new legislation like Proposition 12 (2018) and AB 1282 (2021) will generate new policy related to implementation and re-organization of staffing across branches in 2022. Managing the CAHFS Laboratory services and funding is a historical division responsibility, yet new issues continue to arise that require policy level decisions related to specific services, required reporting, use fee vs general fund for specific activities, data sharing, etc. The Employee Safety Program is relatively new to the Division but the workplace hazards evolve and affected Branches may change. CDFA has fairly well established Public Affairs policy, but exactly how social media fits in is rapidly evolving and generating the need for division level decision-making. Information management, data analysis and access to public information involve layers of existing policy, but applying these policies to the Division is nuanced and requires making high-impact and additional decisions like what information to collect, division IT governance structure, GIS development priorities, how to invest in new technologies, etc.