

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

2017-05-09

2. Department

California Department of Developmental Services

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

Community Services Division/ Housing Finance Program

4. CEA Position Title

Housing Finance Project Manager

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

The CEA will provide high level oversight of housing developed and funded through the Community Placement Program (CPP); review and make recommendations regarding housing development, and funding policies and guidelines; provide overall planning, leadership and guidance from concept through post development.

The CPP is designed to enhance the capacity of the community service delivery system and to reduce the reliance on the use of developmental center and other restrictive living environments by providing funding to the regional centers for the development of a variety of resources, including but not limited to residential development, transportation, day program services, and mental health and crisis services, within individual communities, consistent with resource development as described in Welfare and Institutions Code, Section 4418.25. The CPP is an integral part of the DDS, whose mission is to provide services and support to individuals with developmental disabilities.

6. Reports to: (Class Title/Level)

Deputy Director, Community Services Division, Exempt

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): Works closely with the Director and Executive Managers to develop and implement policies.

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 the general direction of the Director and Community Services Division Deputy (Exempt), the CEA position will develop guidelines for DDS consistent with its delegated authority; provide advice and consultation to executive and program management related to housing, lending, and asset management; identify the impact of any proposed state and federal regulations on the housing finance program ensuring proactive approach to addressing potential concerns from stakeholder groups and legislators; represent the Department in housing related stakeholder meetings, and public events such as conferences (e.g. Housing California), and attend grand openings for new housing, representing the Director as needed.

The CEA will sponsor work groups to create housing loan policy based on lending industry standards; collaborate with and market the Department's housing programs with builders and lenders, i.e., commercial banks, HUD, CalHFA, HCD, CHFFA, etc.

The CEA will sponsor work groups in creation of asset management and compliance guidelines based on housing industry standards; identify and seek additional resources for housing and community development activities including collaboration with other state department s and agencies.

The CEA will oversee, assign, monitor, and evaluate guidelines developed related to housing programs including streamlining of existing programs to improve efficiency, accountability, and effectiveness.

The CEA will sponsor work groups to create accurate project tracking system for all Department funded housing projects and create a housing occupancy database matching vacant units with consumer choices.

The CEA will provide final review and approval for housing related guidelines after approval from the Director and provide housing proposal and acquisition request approval (signatory).

The CEA will provide ongoing direction, evaluation, and creative process improvements consistent with the Department's mission and goals through regularly scheduled monthly meetings with housing program management and staff to share best practices and identify barriers and issues.

The CEA will review housing acquisition requests and make recommendations to the Deputy Director and Director for approval.

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 CEA will be responsible for the transition of individuals with developmental disabilities from the developmental center environment to the community living setting. The position supports the Department's mission to provide leadership that results in quality supports and services to individuals with developmental disabilities. The DDS is responsible, under the Lanterman Developmental Disabilities Services Act (Lanterman Act), to ensure that approximately 300,000 persons with developmental disabilities receive the services and supports they require to lead more independent and productive lives.

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 Department currently provides community-based services to approximately 300,000 consumers and their families through a statewide system of 21 regional centers. Additionally, the Department operates the Sonoma Development Center (SDC), the Fairview Developmental Center (FDC), and the Porterville Developmental Center (PDC), as well as one small community facility in Canyon Springs. On October 1, 2015, the Department submitted to the Legislature a plan for the closure of SDC and subsequently on April 1, 2016, submitted to the Legislature a plan for the closure of FDC and the PDC General Treatment Area (GTA). In light of the planned closures, all developmental center residents except those in the Secure Treatment Program at PDC and Canyon Springs will transition into community living arrangements, thus necessitating accelerated development of a variety of community housing resources.

Historically, the Legislature appropriated to the Department \$68 million (\$43 million GF) annually for CPP. The purpose of CPP funding is to enhance the capacity of the community service delivery system and reduce the reliance on developmental centers. The 2015-16 Enacted Budget added \$46.7 million for the SDC closure, and the 2016-17 Enacted Budget added \$78.8 million for the SDC, FDC and PDC General Treatment Area closures. These one-time augmentations were in addition to the ongoing CPP funds identified for regular community placement activities in 2015-16 and 2016-17. This additional funding is anticipated to develop 95 developer-owned housing properties and reflects the State's need for community resource development for persons with developmental disabilities.

In 2007-08, the Department first released the CPP Housing Guidelines for the purchase and development of housing for regional center consumers. These guidelines, updated annually, are used by the regional centers, and include a strategy of funding called the "Buy-It-Once" model, whereby regional centers collaborate with approved housing developers to acquire, develop, own, and manage properties in perpetuity for the sole benefit of consumers with developmental disabilities.

Since 2007-08, a total of 136 developer-owned housing properties have been completed under the Buy-It-Once model. Currently the Department projects a total of another 202 developer-owned housing properties that are in various stages of development (pending acquisition through completion).

During Budget Year+1 through Budget Year+4, DDS anticipates the review of an additional 125 housing acquisition requests for the development of needed homes to serve individuals with challenging service needs, in light of the planned schedule for closing the remaining developmental centers.

As the Buy-It-Once model through CPP expands, the Department is challenged by the increased workload associated with reviewing proposals submitted by the regional centers to develop and acquire housing in collaboration with housing developers.

The Department recommends the approval of this CEA position to provide more effective and efficient funding practices, greater fiscal accountability and oversight, and stronger asset management supervision for projects funded through CPP.

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 CEA will assist with due diligence reviews of existing housing projects and expand the Department's Buy-It-Once housing model through CPP. The proposed position will provide greater assistance to regional centers and housing developers by establishing relationships with funding entities and by providing training and technical assistance. In the longer term, the proposed position will expand the housing guidelines for the ongoing review of project milestones related to CPP properties and provide direction on the development of emerging housing resources in the community.

Specifically, the proposed CEA position will:

- Facilitate the creation of permanent housing for consumers by separating the property ownership from the provision of services. There is no restriction to prevent a service provider from selling the home where services are provided resulting in the relocation of consumers. With the Buy-It-Once model, the housing remains with the housing developer if the service provider no longer provides the services. In addition, the equity in the home, realized through the regional center payments for residential services, remains in perpetuity within the housing stock available for consumers.
- Provide greater fiscal and program accountability for the use of State funds by conducting additional due diligence activities to evaluate the capacity and experience of each proposed housing developer-owner to acquire, develop, and maintain the proposed property. The additional due diligence will include, but not be limited to, the review of the terms and conditions related to the proposed financing structure for acquisition and/or renovation of each property and the terms and conditions of all proposed agreements/contracts that govern the real property's ownership, occupancy, maintenance, management, and operation so that the property can be sustained and maintained in perpetuity for the benefit of consumers with developmental disabilities.
- Support the Administration's developmental center closure initiative as well as California's implementation of the Olmstead decision that requires states to place and integrate individuals with developmental disabilities in community settings rather than institutions. Given adequate staff resources, the Department will further expand CPP to implement successful strategies for the development of permanent community housing for individuals with developmental disabilities, including those with challenging service needs who currently reside in Institutions for Mental Diseases (IMDs).
- Facilitate development of housing for consumers to move into the community from developmental centers, or who are at risk of moving into other more restrictive living arrangements. The CEA will monitor project milestone completion and work with CPP liaison staff, regional centers, and housing developers to address barriers to development and to expedite project completion.
- Evaluate opportunities to increase subsidized, affordable, multi-family accessible housing. Through the Buy-It-Once housing model, the CEA will review developer applications and request CPP pre-development funds to include housing reserved for use by individuals with developmental disabilities.

C. ROLE IN POLICY INFLUENCE (continued)

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

The CEA will lead the Department's program as a subject matter expert in the area of housing finance expansion and community based housing. The CEA will work directly with regional centers to expedite the development of community based housing for consumers transitioning from developmental center closures and placements for individuals with challenging service needs. The CEA will track and coordinate the development of all community housing for the regional centers and DDS.

The CEA will troubleshoot and guide DDS, regional centers, and housing organizations through the process of financing new community based housing. Collaborate and coordinate community housing activities with regional centers and represent DDS.

The CEA will oversee the renovations of homes for regional centers associated with developmental center closures and to accommodate individuals with challenging service needs.

The CEA will work directly with other state entities, such as Housing and Community Development and the California Housing Finance Agency, etc., to ensure successful implementation of community housing for DDS consumers. The CEA will guide and lead high level management within the regional centers, DDS and vendors to understand long-term financing options for community housing.

The CEA will facilitate and coordinate between the Office of Legal Affairs and Community Services Division regarding required housing documents, such as promissory notes, profit sharing agreements, restrictive covenants, etc. The CEA will share knowledge and expertise in the areas of community housing and housing finance.

The CEA will ensure that all projects stay on track, issues and barriers are communicated to executive management and resolved, and that adequate housing is developed to meet current and future needs of DDS consumers.

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

The CEA will develop, interpret, implement, and promulgate new and existing policies. As noted in Question #32, this will occur daily given the size and complexity of the CPP's resource development, associated projects, regulations for new models of care, funding, etc.