

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

2019-09-04

2. Department

Dept of Resources Recycling and Recovery (CalRecycle)

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

Emergency Debris Recovery Office

4. CEA Position Title

Deputy Director of Debris Recovery

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

This position will lead the department's Emergency Debris Recovery Office. The position provides executive-level leadership and management of CalRecycle's debris removal program, policies, and operations. The incumbent will develop and implement the policies and procedures used by CalRecycle and state agency partners for debris removal to ensure timely and consistent response to emergencies resulting in significant debris volume. These responsibilities also include coordinating assistance with, and for, local and state government agencies associated with disaster debris removal projects, and leading and engaging in decision making with other divisions and offices within CalRecycle, the Governor's Office, the Governor's Office of Emergency Services (CalOES), the Federal Emergency Management Agency (FEMA), and other state and local agency partners. Each debris removal operation requires the safe disposal and recycling of ash and debris to ensure the protection of public health and the environment, supporting both CalEPA and CalRecycle's mission and vision.

6. Reports to: (Class Title/Level)

Chief 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):

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.

Reporting to the Executive Management Team, this position will oversee the Office of Emergency Debris Recovery. This position will be responsible for CalRecycle's debris removal program, the identification of the program's policy needs, and develop and facilitate policy and program recommendations to the CalRecycle Director, the CalEPA Secretary, and the Governor's Office on preparation for and implementation of debris removal resulting from California disasters. This position will work closely with CalOES's executive team to identify timely key policy needs relevant to debris removal and develop joint policies and procedures to best serve communities impacted by disasters.

This position will have the authority to make high-level policy decisions immediately responsive to debris removal operational needs to ensure safety and environmental protection. All policies and procedures developed by this position will be used by CalRecycle and participating departments and during debris removal operations to ensure consistent response and will be evaluated and updated to reflect each unique incident.

This position will lead and coordinate debris removal operations with CalRecycle's executive team, CalEPA, the Governor's Office, CalOES, FEMA, and other state and local agency partners. Each debris removal operation is distinct and requires close coordination within CalRecycle and with state and local partners to make key decisions and develop plans and policies that ultimately lead to successful project completion. This executive level position will develop and maintain the relationships with state and local staff and leadership –critical decision makers within their organizations. Communication and coordination within CalRecycle and with our partners is one of the most important components to ensure safety in the field, an efficient and effective operation, and responsible resource allocation for the completion of a successful debris removal project.

The Emergency Debris Recovery Office is comprised of staff that will rotate in and out of deployments for debris removal operations. This position will oversee operations deployments, identify when other staff resources both from within and outside of the CalRecycle are needed, and coordinate with the Director and the executive team on project progress, planning, policy development, contracting, budget management, and all other programmatic, fiscal, and administrative components of a project.

Additionally, the incumbent will develop policies and operational strategies in concert with local governments to prepare their own debris removal operations and post-disaster recovery plans and guidelines. The incumbent will be responsible for leading the department's efforts and resources to disseminate these plans to local governments and train them in utilizing the plans. Debris removal operations are complex, often involving many different agencies and communities, and are constantly evolving due to unpredictable circumstances. As a result, they require leadership that is skilled at crisis management and quick, effective decision making on behalf of CalRecycle and, when appropriate, the state in critical situations relative to debris removal operations, planning, logistics, and financing. This position will often times encounter situations either out in the field or at headquarters where how they manage a situation or a decision will be critical for the success of a debris removal operation. This decision could be related to community outreach, field staff deployment, operations, contracting and contractor oversight, or budgeting.

Further, the position will network with local governments in effective debris removal and post-disaster recovery planning. As such, the incumbent must clearly and effectively communicate the public health, safety, and environmental objectives and requirements relative to disaster debris removal. In this capacity the incumbent will facilitate input and perspective from landfill operators, traffic control entities (e.g., California Highway Patrol), and tribal and local government leadership (e.g., County Board of Supervisors).

This position requires flexibility, perseverance, the ability to work well under pressure, and discretion. Each incident is unique and presents new challenges ranging from concerns within the community and/or local government to operational situations that haven't been encountered previously (e.g., terrain or site access). Flexibility and leading the unit to critically analyze operational and deployment options in how to best approach these challenges is critical to each incident's success. Although CalRecycle has developed policies and procedures, they are modified with each incident for safety and optimal responsiveness. For example, the Camp Fire debris removal effort will take nearly one year to complete. As a result, the incident's timeframe, as well as its magnitude and the corresponding issues of contractor housing, transportation management, multiple prime contractors, and significant fiscal oversight, compelled the department to define new communications and related protocols to maintain and ensure situational awareness. For each incident the position will be required to lead, manage, delegate, communicate, and problem solve throughout the duration of the project, requiring flexibility and perseverance to be successful.

**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 California Environmental Protection Agency's (CalEPA) mission is to restore, protect and enhance the environment, to ensure public health, environmental quality and economic vitality. As part of CalEPA, CalRecycle's vision is to inspire and challenge Californians to achieve the highest waste reduction, recycling, and reuse goals in the nation through innovation and creativity, sound advancements in science and technology, and efficient programs that improve economic vitality and environmental sustainability.

This position will help achieve CalEPA's mission by developing and implementing policies and procedures used by CalRecycle to remove debris to achieve environmental restoration and protection, ensure the debris removal operation protects human health and that a safe, clean parcels are returned to the property owner, and to complete the project efficiently to allow the community to rebuild and recover economically. The program further works to maximize material recovery for recycling (e.g., concrete and metals).

This position will develop policies and procedures related to the safe disposal and recycling of ash and debris resulting from emergencies throughout California. The removal, transportation, and disposal or recycling of this material is unique for each incident and this position will develop and implement policies to ensure safe and optimal handling with the goal of environmental protection and economic benefit. This approach to debris removal is in support of CalRecycle's vision and will further the department's goals to improve economic vitality and environmental sustainability.

**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.

Consistent with the State of California Emergency Plan and following a Governor's declared State of Emergency and an assistance request from local government, CalOES has requested assistance for debris removal services from CalRecycle with increasing frequency over the last 12 years. To date, CalRecycle has provided technical expertise, engineering support, contract management, legal, administrative, and fiscal and budgetary services to 22 disaster debris operations in California.

Though CalRecycle has generally performed these debris removal operations to a high standard, and to the satisfaction of local governments, CalOES, and the Governor's Office, no single executive position is established within the department to efficiently and effectively develop policies and procedures and manage debris removal operations to the standards necessitated by the urgency and importance of these projects. A lack of a Career Executive Assignment position within the department to manage these operations and develop policies and procedures has led to a lack of consistent and strong oversight in implementing debris removal policy and operations, both in the field providing support to local communities, state and federal entities, and within the department itself.

The frequency and magnitude of wildfires and other disasters in California are increasing. Half of the most destructive wildfires in California history have occurred in the last 4 years. The Camp Fire is the most deadly and destructive wildfire in California history to date, over 18,000 structures were destroyed in the fire. At an initial estimate of \$2 billion, the Camp Fire debris removal project will be the most expensive disaster cleanup in California history.

This request is necessary to provide a top managerial position to develop the policies needed, provide management oversight, coordinate with executives at other agencies and the Governor's office to provide leadership to ensure a consistent, effective approach to existing and future debris removal efforts.

### 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.

This position will be the principle policy maker for CalRecycle's debris removal operations. Over the past 12 years, CalRecycle has been mission tasked to remove debris resulting from 22 disasters. As a result, staff and management have gained expertise and improved their programmatic responsibilities for debris removal with each incident. The position will work with experienced staff to identify successful practices in operations, planning, and contracting to develop policies and procedures that can be replicated and modified for all future incidents. These policies will ensure safe and fiscally responsible debris removal operations and can be shared with other agencies and local governments to inform their related programs.

Coordination with other state agencies and local governments is one of the most important components of a successful debris removal operation. This position will oversee the development of policies and procedures to identify best practices for coordinating with partners from the beginning of an emergency through the completion and close out of a debris removal project. These policies will include identification of leadership in these agencies and governments, key decision points requiring close coordination, and how CalRecycle can plug in to existing communication/coordination protocols and who is best within the Department to take on those roles. This position will also develop policies for internal coordination and communication protocols to ensure the Director, Chief Deputy, Chief Counsel and others are engaged and part of the decision making process at critical times throughout debris removal projects.

This position will utilize CalRecycle's debris removal expertise to develop policies and procedures to assist local governments with debris removal planning and preparedness. CalRecycle is mission tasked to remove debris after the impacted local government requests assistance and has provided this assistance over the last ten years. In each case local government did not have a plan in place and struggled to identify local resources that had knowledge and training to assist in the recovery effort. There are no clear and defined policies, trainings, methods, or guidance that can be used by local governments to plan and prepare. This position will collaborate with local governments and local government leadership and, as appropriate, other state and regional agencies, to offer and develop clearly defined policies and strategies to better prepare for potential future emergencies and disaster recovery.

CalRecycle will continue to be the primary state agency responsible for post-disaster debris removal. CalRecycle has successfully performed this responsibility for the past ten years, but not without significant impacts to CalRecycle's mission critical activities that are facing significant delays as a result of staff redirection and no centralized program within the department. This position will develop a comprehensive, sufficiently resourced debris removal program and the policies associated to continue successful debris removal operations throughout the state.

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

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

This position will develop and manage critical, sensitive, and sometimes confidential debris removal projects in coordination with CalRecycle's Chief Deputy Director and Director. During wildfires and other emergencies resulting in debris, this position will make critical and expeditious decisions related to the safe and efficient removal of debris. The position will represent the department before CalOES, the Governor's Office, local governments, and impacted communities. The decisions made by this position will ensure successful clean-up and recovery deployment from disasters throughout the state of California.

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

The position will develop and implement new policy and interpret and implement existing policy. Moreover, these policy concepts, and their execution, engage federal, state, tribal and local agencies partnering with CalRecycle.

CalRecycle has been mission tasked for debris removal following emergencies in California for the past twelve years. CalRecycle has not had a formal program to take on this work and has redirected staff to successfully complete more than 20 debris removal projects. As a result, policies are developed through staff recommendation and executive review and approval throughout each incident and are reflected in debris removal operations plans and internal guiding documents. Many of these policies have resulted in the safe and successful completion of debris removal projects throughout the state.

This position will have the opportunity to work with the various CalRecycle, CalOES, and other local, state, tribal, and federal agency staff that have been engaged in debris removal to review existing policies, modify them as needed, and develop new policies to further inform and improve the debris removal program. In the twelve years of CalRecycle taking on this work, there has not been an opportunity to be proactive in the development of policies and procedures prior to emergencies. This position will take on that role and make recommendations to the Director and the Deputy Director, CalEPA, the Governor's Office and others leading debris removal throughout the state.