

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

1/23/2024

2. Department

California Department of Social Services (CDSS)

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

Child Care & Development Division (CCDD) / Central Operations Branch

4. CEA Position Title

Central Operations Branch Chief

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

The Central Operations Branch provides planning, policy direction, and oversight of the majority of state-supported child care and development programs and services in California. These include programs that provide a variety of state-subsidized child care services, quality improvement plan activities, local child care and developmental planning councils, and child care resource and referral programs. The Branch seeks to implement data-informed programs and policies, while providing robust technical assistance and support to counties, contractors, and stakeholders.

6. Reports to: (Class Title/Level)

Deputy Director, Child Care & Development 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*): The Branch Chief will have frequent contact with the Department Directorate on highly critical and sensitive issues in the Division.

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 Central Operations Branch Chief provides planning, policy direction and goals to ensure the effective development, promulgation and implementation of policies necessary for the administration of the child care and development programs and services. Specific duties include:

45% Develops policies for and provide leadership for the administration and operation of the Data, Research & Planning Office, Preschool Development Grant (PDG) Unit, the Child Development Fiscal Services section, and Child Care Administration Bureau; plan, direct, and organize all program operations and ensure workflow between the three offices and information dissemination. Consults with the Chief on sensitive and time-critical issues to ensure (Branch) compliance with policies, procedures, and processes that are consistent with CDSS' goals, objectives, and federal and state laws. Administers enterprise-wide effective and efficient delivery of services through leadership and subordinate managers of the Branch, and plan, organize and direct the activities of division staff. Ensures statewide departmental compliance as outlined in the Early Childhood Development Act of 2020. Resolves issues related to change management requests, service level audits, and performance; ensure risks are immediately identified, documented, mitigated, and resolved. Establishes the development of information policy, procedures, and processes on the scope and implementation of future electronic transmission releases. Represent CCDD and develop partnerships with the Governor's Office, Department of Human Resources, Department of Finance, U.S. Health and Human Services Agency Administration of Children and Families. the media, and the public. Maintain strong policy advocacy and cooperative relationships with diverse stakeholders to ensure project-related interests are protected and met.

35% Collaborates with CDSS executive teams to develop and implement the elements of the business strategic priorities and goals; develop new policies and procedures; continuously improve business processes; leverage data visualization to monitor the mission, goals, and objectives of the CDSS' vision and mission. Implements short- and long-term objectives; manage research and evaluation projects; tracks and understands data patterns and trends and assess risk reduction opportunities. Develop policy and oversee new initiatives designed to improve the effectiveness of the Child Development Management Information System (CDMIS), the Quality Rating Improvement System, the Workforce Registry and the Division's engagement in PAL. Whole Child Community Equity Screening Tool and framework and screening tool that will provide the data needed to support the equitable distribution of resources and monitor progress on addressing racial and economic inequities. Oversees the development of sensitive and complex regulations; present and disseminate important information to obtain public support of new initiatives; create and implement research and analytics reporting policy for internal and external stakeholders; evaluate the effectiveness of new initiatives and make recommendations for adjustment, as necessary; develop benchmarks and improvement targets and identify strategies to obtain compliance and acceptance.

15% Organizes the Branch and allocates resources to accomplish objectives in the most efficient manner in accordance with sound management principles. Ensures coordination across the division and department where necessary. Recruits, selects, trains and supervises staff of various classifications.

5% Acts for and on behalf of the Deputy Director on an as needed basis, and provides necessary program functions as required.

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 mission of the Central Operations Branch is to build, strengthen, and maintain an equitable, comprehensive, quality, and affordable child care and development system for the children and families in our state; to integrate child care with other CDSS programs and services that serve the whole child and the whole family; to address social determinants of health and adverse childhood experiences which significantly impact long-term outcomes for children; and to provide vital supports to the child care and development workforce and programs for children to have access to equitable and stable child care and development opportunities. The Branch provides planning, policy direction, and oversight of the majority of state-supported child care and development programs and services in California. These include programs that provide a variety of state-subsidized child care services, quality improvement plan activities, local child care and developmental planning councils, and child care resource and referral programs. The Branch seeks to implement data-informed programs and policies, while providing robust technical assistance and support to counties, contractors, and 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.

The federal and California state governments have invested billions of dollars in critical child care programs, with most of the federal funding provided through the Child Care and Development Block Grant (CCDBG). These historic investments have significantly increased CDSS's workload in order to meet the needs of the families we serve. A few of the investments include:

- (1) Investments associated with agreements with the Child Care Providers United Union - California (CCPU)
- (2) Expanded access to child care subsidies
- (3) Establishment and continuation of the Infrastructure Grant Program (IGP)
- (4) Expenditure authority for the Preschool Development Grant (PDG) work on behalf of California Health and Human Services Agency.

State operations resources did not keep pace with these historic increases in investments; therefore, CDSS lacked sufficient resources to administer child care programs as currently required by federal and state law and regulation. CDSS recently submitted and was approved for a CEA position through the BCP process (5180-018-BCP-2024). This request includes a total of 42 federally funded positions to provide policy, program, and administrative support to child care and development programs to appropriately meet the needs of the children and families we serve.

The Branch will also be receiving the Child Development and Fiscal Services Section from the Finance and Accounting Division, because the functions of the section are better suited under the Child Care and Development Division.

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.

Preschool Development Grant:

In December of 2015, the Administration of Children and Families (ACF) issued grant funding to all states for the PDG. The California Health and Human Services Agency transferred the PDG staff unit to CDSS in October of 2022, along with all administrative responsibilities pertaining to the current PDG grant and PDG-Renewal (PDG-R) amounting to \$40.2 million of contracts and state operations funds. PDG-R's purpose is to build, strengthen, and maintain an equitable, comprehensive, quality, and affordable Early Learning and Care (ELC) mixed-delivery system for children, families, programs, and workforce development support in our state. PDG activities integrate seamlessly with existing ELC CDSS programs and services that serve to support the whole child and whole family. The grant activities continue to be implemented in partnership between California Health and Human Services Agency (CalHHS) and various agencies and departments, including the CDSS, CDE, Department of Health Care Services (DHCS), California Commission on Teaching Credentials (CTC), California Child Care and Resource Center (CCRC) and West Ed. An additional award, PDG-Planning (PDG-P) was awarded to California in January 2023. The CEA will oversee the ongoing nature of the PDG work.

Early Childhood Development Act of 2020:

The CEA will ensure statewide departmental compliance with the Early Childhood Development Act, which sets forth legislative findings and declarations regarding the need for an integrated early childhood learning and care system to promote high-quality, affordable learning to comprehensively and effectively serve children and families and to address societal inequities and disproportionalities.

Policy Development and New Initiatives:

The CEA will also develop policy and oversee new initiatives designed to improve the effectiveness of the Child Development Management Information System (CDMIS), the Quality Rating Improvement System, the Workforce Registry and the Division's engagement in PAL, as well as the Whole Child Community Equity Screening Tool that will provide the data needed to support the equitable distribution of resources and monitor progress on addressing racial and economic inequities.

Child Development and Fiscal Services:

The CEA will oversee the functions of the Child Development and Fiscal Services Section. This section will determine monthly contractual apportionments from manual and automated systems and maintain payment information and records. Additionally, the section works with CDSS contractors to ensure appropriate use of child development funds and communicating Funding Terms and Conditions.

C. ROLE IN POLICY INFLUENCE (continued)

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

The Branch Chief is responsible for all management functions of the Branch, the maintenance of effective policies and procedures, and organizational structure and staffing, including ensuring compliance with mandated trainings and engaging staff in mandatory activities of the division.

This position would work in conjunction with CDSS program management, ensuring that proposed and existing policy, program, and administrative work align with the strategic objectives of the Department, Agency, the Governor's Office in addition to those set forth in the Master Plan for Early Learning and Care (MPELC). Additionally, they would direct and implement strategies to coordinate the division's administrative functions including, but not limited to, personnel, budget, contracts, training, and administrative support. Lastly, this position would implement strategies to coordinate CDSS's data and information technology objectives in collaboration with other key agencies and entities, including, but not limited to, the Research, Automation and Data Division, the California Department of Education, Agency, and the Governor's Office.

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

The CEA will develop policy and oversee new initiatives designed to improve the effectiveness of the Child Development Management Information System (CDMIS), the Quality Rating Improvement System, the Workforce Registry and the Division's engagement in PAL, as well as the Whole Child Community Equity Screening Tool that will provide the data needed to support the equitable distribution of resources and monitor progress on addressing racial and economic inequities.

The CEA will interpret and implement existing policy pertaining to the Early Childhood Education Act of 2020 and the Preschool Development Grant to ensure compliance and proper use of federal funding.