

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

December 13,
2019

2. Department

Department of Social Services

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

Family Engagement & Empowerment Division

4. CEA Position Title

Chief, Housing & Homelessness

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

The Housing & Homelessness Branch Chief is responsible for all aspects of policy development, implementation and evaluation of policies and procedures related to CDSS programs pertaining to housing support and prevention of homelessness. The Chief is responsible for the development and oversight of major initiatives including: The CalWORKs Homeless Assistance Program, The CalWORKs Housing Support Program, The Bringing Families Home Program, The Housing and Disability Advocacy Program, and The Home Safe Program.

6. Reports to: (Class Title/Level)

Deputy Director- 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 Housing & Homelessness Branch Chief advises Executive Management regularly on all Housing policy and statewide county systems issues and is the primary point of contact for external stakeholders including other departments and agencies engaged in housing 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 Housing & Homelessness Branch is responsible for program development and oversight of statewide housing programs funded by the CDSS. The Branch oversees five CDSS funded housing programs with combined funding totaling over \$200 million. These programs assist children, families, and individuals experiencing homelessness or housing instability who are served by various departments within the county social services agency. These include: CalWORKs, child welfare, county general assistance/general relief programs, disability benefits programs, and Adult Protective Services. The Branch Chief provides policy planning, development, implementation and program goals and objectives to ensure the effective development and operation of housing support and homelessness prevention.

Duties for this CEA 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 and homelessness prevention. 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 five housing and homelessness programs by establishing policies and procedures to facilitate the provision of housing assistance to homeless children, families and individuals.
5. Develops policies to evaluate county proposals, including: the identification of qualified applicants, what resources counties may use as match funds, acceptable performance outcomes, and technical assistance 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. Monitors a budget of \$200M and multiple contracts with County Welfare Departments.
8. Organizes the Branch and allocates resources to accomplish strategic objectives in the most efficient manner in accordance with sound management principles.
9. Provides administrative oversight and direction to Branch staff, including and not limited to: adherence to all CDSS policies and procedures, mandatory training, 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 Housing & Homelessness Branch (HHB) is critical to the CDSS mission to serve, aid and protect needy and vulnerable children, families and individuals. The HHB programs assist thousands of low-income families and foster children in California with safe housing options and ensure that individuals applying, receiving or who have received CDSS aid or services are served with dignity.

The 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 support 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 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 will now receive \$95 million annually and is currently operating in 52 counties.

The Housing and Disability Advocacy Program offers assistance in applying for disability benefit programs and offers housing supports to individuals who are disabled and experiencing homelessness. The program started with an initial one-time funding of \$43 million in 2017 and will now receive ongoing annual funding of \$25 million.

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 Family Engagement and Empowerment Division, formerly known as the Welfare to Work Division, is reorganizing its programs to provide better alignment of services to engage Californians in a client-centered integrated approach to assist individuals and families improve their well-being. This change accounts for the increased investments and staffing needs around housing and homelessness.

The Branch is currently organized around two population areas: Children and Families, and Individual Adults. Over the past few years, the Branch policy and operational goals have changed requiring a reorganization to better support the work of Housing and Homelessness. Specifically, the following operational changes have occurred:

1. Increased investments in Housing and Homelessness programs as follows:
 - a. the State allocated \$25 million to increase services for the Bringing Families Home program; and
 - b. the State made the Disability Advocacy Program an annual, ongoing program funded at \$25 million; and
 - c. the State increased the allocation for the Housing Support Program to \$95 million annually.
2. Requests for Interdepartmental and departmental housing and homelessness partnerships, technical assistance and support on serving homeless clients has increased as the attention to and investments in the crisis has increased throughout the State.
3. Increased partnerships with county social services agencies. In addition to program and policy development, the Branch has been increasingly asked to serve as a statewide homelessness technical assistance provider to all of California's social services agencies.
4. The department has undergone a reorganization to better ensure equity across programs and divisions. Given the change, the Civil Rights Unit will be moved out of Housing & Homelessness Branch and be housed under the Office of Equity. Given the increased need to integrate housing across programs, this change will allow for continued focus to integrate housing within the department and support collaboration across housing programs in the state.

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 & Homelessness Branch Chief must develop, implement and maintain statewide policies and procedures for housing programs created by the Legislature. The Branch Chief will set program goals and implement policy within a complex and evolving environment engaging stakeholders, welfare advocates, housing advocates, county welfare departments, and legislative staff.

The Branch Chiefs statewide policy development process and implementation for the 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 Branch Chief is 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.

Studies indicate that homelessness 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 programs will provide better outcomes for currently homeless families, provide missing stability and allow access to available services to maintain their independence.

In addition, the Branch Chief will be critical to the implementation of Senate Bill (SB) 1380 (Chapter 847, Statutes of 2016) which created the Homeless Coordinating and Financing Council (HCFC) and mandates that all state agencies and departments funding or administering state programs that offer housing or housing-related services work with HCFC to adopt guidelines and regulations incorporating the core components of Housing First. No additional resources have been provided to CDSS for these efforts.

Lastly, the California Legislature continues to make considerable investments to address the state's housing and homelessness crisis, with the investments overseen by several state departments and agencies. For these investments to provide maximum impact, CDSS resources and leadership are needed to ensure these programs are integrated and utilized in a client-centered manner.

C. ROLE IN POLICY INFLUENCE (continued)

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

The Branch Chief has primary responsibility for prioritizing and developing policies for all housing programs administered by the CDSS to combat and prevent homelessness. To ensure policies are appropriate and can be implemented, the Branch 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 Branch Chief will provide critical briefings to the Directorate on highly critical and sensitive issues related to housing and homelessness. Additionally, the Branch Chief will have regular communication with members of the Legislature and/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 and homelessness advocates, and congressional staff.

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

The CEA will both develop and implement new policy and interpret and implement existing policy. The state has recently increased funding for the Bringing Families Home Program, the Housing and Disability Advocacy Program, and the Housing Support Program. Many of these programs will require collaboration and matching funds between the Department and various county participants. The CEA will also help oversee program performance including evaluations that will help inform program design and future strategies.