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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<td>Department of Social Services (DSS)</td>
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3. Organizational Placement (Division/Branch/Office Name)

Administration, Contracts and Purchasing Branch

4. CEA Position Title

Contracts and Purchasing Branch Chief

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

The Contracts and Purchasing (C&P) Branch Chief is responsible for planning, developing and implementing policies for department-wide contract services. The Branch Chief ensures timely execution of contracts, grants, and purchase orders for millions of dollars in goods and services. The C&P Branch supports DSS' divisions such as Housing and Homelessness, Immigration, and CalFresh.

6. Reports to: (Class Title/Level)

Deputy 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.
- [x] 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 is not a member of the Executive Management Team, but meets frequently with Directorate on Contracts and Purchasing items.

8. Organizational Level (Select one)

- [ ] 1st
- [ ] 2nd
- [x] 3rd
- [ ] 4th
- [ ] 5th (mega departments only - 17,001+ allocated positions)
The CEA Action Proposal

9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

The C&E Branch Chief provides policy direction and oversight to all DSS' programs on contracting and contract management processes, ensuring all services are acquired and managed in compliance with federal and state laws.

The Branch Chief oversees two bureaus: Purchasing and Information Technology Acquisitions Bureau, and Non IT-Contracts and Purchasing Bureau. In overseeing the bureaus, the Branch Chief duties include:

- Responsible for directing the operations of the Contracts and Purchasing Bureaus which manages over a thousand IT and Non-IT contracts for the Department and its over 50 statewide offices. Provides policy direction on sensitive contract matters with state entities such as the Legislature, Health and Human Services Agency, Governor's Office, Department of Finance and Department of General Services. Advises the Directorate and program managers on contract and procurement policies and assists in the development of internal policies with developing contract language. Ensures that the Department maintains the requisite controls and procedures consistent with control agency directives and is compliant with all policies regarding competitive bidding. Advises the Directorate, program managers, and the Labor Relations Office on sensitive personal services contracts.

- CDSS has received authority to implement several brand new programs to the department; Housing and Homelessness grant program worth $800 million to be awarded for development of new housing units for vulnerable and disabled seniors.

- CDSS also is implementing a new child care infrastructure grant program for providers to do renovations and repairs and for new construction to expand child care slots in California. The Branch Chief is key to advise our Program partners on the requirements of implementing these first time programs for CDSS. One example of a new program that CCDD is administering is the Infrastructure Grant Program. Per WIC 10310.1, “the department shall administer the Child Care and Development Infrastructure Grant Program to preserve, enhance or expand access to child care and development and preschool opportunities for children up to five years of age by providing resources to build new facilities or retrofit, renovate, repair, or expand existing facilities as provided in this section. The department shall award infrastructure grants on a competitive basis.”

- CCDD is charged with awarding $250M in grants and for use of a vendor contract. CCDD will issue two Requests for Applications (RFA). RFA#1 was published in February and the Department received over 5100 applications for grants. To fulfill the statutory requirements, CDSS will be executing over 2000 grant agreements for RFA #1 and will need to execute an estimate of 1000 additional grant agreements for RFA #2. This work being done in partnership with the Low Income Investment Fund (LIIF), who will be assisting CDSS is scoring the applications for funding. This is new work for CDSS. This is the first time CDSS has been involved in construction of this type and the granting of this type of award.

- Provides policy direction and oversight to all CDSS programs on IT and Non-IT contracting, contract management, grants, and procurement processes to ensure that all services are acquired and managed in compliance with federal and state laws, Department of General Services (DGS) contracting requirements and CDSS policies and guidelines. Personally reviews the most complex contracts and solicitation documents to ensure accuracy and completion. IT contracts are complex and require a tremendous amount of oversight and technical support to Program. The Branch Chief will work closely with our Information Systems Division to ensure all requirements are met. This position will advise on the best procurement strategy. CDSS is initiating several new IT procurements to create cradle to grave tracking of our recipients to see the impact of our programs.

- Acts with full authority to resolve department-wide contracting problems by providing guidance and recommendations to CDSS Program leadership and management on routine and complex solicitations for services and contract issues. Takes a proactive approach in helping CDSS programs find solutions to business needs by offering innovative contracting, grant or memorandum of understanding recommendations. Advises the Directorate and program managers on contract and procurement policies and assists in the development of internal policies with developing contract language. Ensures that the Department maintains the requisite controls and procedures consistent with control agency directives and is compliant with all policies regarding competitive bidding. CDSS recently integrated a new child care program into our Department from the Department of Education. The contracting processes and funding distribution methods were new to CDSS. The Branch Chief must work to integrate hundreds of provider contracts and grants into our existing system here at CDSS with a constant eye on process improvement.

- Provides executive level advice and consultation to the Deputy Director, Administration Division, as well as Executive Staff, regarding contract activities, and actively participating in the decision-making process by providing data driven recommendations regarding the CDSS contract processes. Builds cooperative working relationships internally with CDSS staff, and externally with control agency representatives and other business partners, to resolve contracting problems. Represents CDSS at meetings with control agencies and serves as primary liaison to DGS’s Office of Legal Services regarding the status of contract approvals and legal issues concerning contracts. The Branch Chief will meet monthly with Program Deputy Directors to discuss priorities for new and existing programs.
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 C&P Branch Chief partners across the Department's divisions to establish contracts relating to immigration, homeless and housing, and food benefits for California's CalFresh recipients. These divisions directly relate and drive DSS' mission of serving California's needy and vulnerable children and families.

CDSS provides billions of dollars to counties, Tribes, service providers, non-profits, food banks, education institutions and legal entities to serve vulnerable and needy Californias. During the COVID 10 pandemic more than $3 billion was distributed via emergency contracts to support vulnerable populations. The Branch Chief must be able to manage massive amounts of requests during times of emergency and extreme need in California.

Consequence of not executing contracts timing can leave providers serving refugees at our borders, or victims of wildfires and other natural disasters without necessary services. CDSS is the state's social safety net. The services provides to Californians are done so with funding paid through contracts and grants issued by this Branch.

Housing is a critical issue for California and our Governor, getting is wrong or having implementation delayed is not an option. A CEA over Contracts and Grants is needed in order to create new policy and processes for efforts associated with housing and homelessness now and in the future.

The Budget Act of 2021 (Senate Bill 129, Chapter 69, Statutes of 2021) provided a significant and historic total of more than $2 billion for the California Department of Social Services (CDSS) to provide grant funds to counties, tribes, and other eligible entities to establish, continue, and expand housing and homelessness assistance programs to serve clients of local social service agencies with housing supports over the next two budget years. Investments were made to expand the CalWORKs Housing Support Program (HSP), Bringing Families Home (BFH) Program, Housing and Disability Advocacy Program (HDAP), Home Safe Program, and Project Roomkey (PRK) and Rehousing Strategy, and establish the Community Care Expansion (CCE) program.

The number of elderly homeless Americans is expected to triple in the next decade. Solving for homelessness takes a focused and unified approach, not only by the state, but also by local and federal governments. To address the needs, the services supports must be coordinated and moving through each component of the service framework: prevention, shelter, housing, and long-term supportive services. This requires a significant level of leadership, oversight and technical support from state funded housing and homelessness providers, including DSS. The 2021-22 state budget invested over $3B in infrastructure funding to fill critical gaps in the behavioral health and long term care continuum and address and end homelessness in California. The California Department of Health Care Services (DHCS) and Department of Social Services (CDSS) are working closely to design, implement and administer two new programs to support infrastructure projects: the Behavioral Health Continuum Infrastructure Program (BHCIP) and the Community Care Expansion (CCE) program.

Together, BHCIP and CCE represent the largest provision of resources for behavioral health and social services infrastructure in the state’s history and an unprecedented opportunity to address historic gaps in the behavioral health and long-term care continuums in California. Both funding efforts afford counties, tribal entities, nonprofits, and for-profit organizations the ability to expand. Developing and implementing policy to ensure proper execution of contracts and grants in fundamental to the success of these housing programs, all of which are high visible to the Governor and Legislature.
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 contracts that DSS executes has expanded significantly. The former structure of having Contracts and Budgets Bureau under one branch is no longer sustainable. With the expanded workload, DSS needs additional executive management support to help create and implement the policy work associated.

The Contracts and Purchasing organization has grown in size from 32 to 53 in an effort to address the extraordinary program expansion realized by CDSS. The needs in California are many as are immigrant population is growing. Unfortunately, our homeless population has increased and during the recent pandemic and economic challenges, the food insecurity of many children and families has grown with online school. Also recently, CDSS added a new Child Care and Development Division adding over 300 positions department-wide and several thousand contracts with child care providers. This includes the ongoing program and the infrastructure grant program as well. CDSS has also been tasked with creating direct deposit capabilities to pay child care providers. This is something that the SCO cannot do and so CDSS has contracted with a vendor for this service. This requires new innovation strategies to conduct business in a whole new way. Additional complex contracts are needed for service never before used by CDSS. The direct deposit effort required a new process for obtaining approval to use a Fiscal Agent which is a 3rd party vendor to process payments. New contract terms and conditions had to be drafted, and approved by Department of Finance. This required a new account outside the state treasury to be established so 100s of providers can be paid every two weeks. The consequence of error is very high. This contractual process took months to negotiate. The CEA will be involved in providing contractual expertise to ensure all safeguards are in place.

This last year alone, CDSS received an additional $14 billion in funding to serve Californians, the majority of which is funding that must be paid through a contract or grant with service providers.

The demands on the Contracts and Purchasing Branch are many and have increased exponentially. The need for expedited services requires a restructuring of this area in order to meet the legislative and Governor priorities.

In addition to the child care programs, the development of contracts for Fiscal Agents exploded with the response to the COVID pandemic. The COVID pandemic created financial hardship for many low income and vulnerable Californians. The Governor and Legislature approved billions in funding to provide stipends to many of the Californians served by CDSS. Stipend payments in the thousands were issued by third party vendors who served as Fiscal Agents for CDSS. The SCO was unable to issue payments in the volume and time frame required. CDSS was forced to look outside the state system to find vendors who could. The process of getting permission to utilize third party vendors in this fashion was brand new to CDSS. New processes and policies had to be written, along with Contract agreements with these vendors to ensure proper use of State funds.

The CEA will support the policy development for all these new programs as well as position CDSS to be able to appreciate the complexity of these contract and grant agreements and be able to meet the growing demands of our Program customers.
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 C&P Branch Chief will establish and maintain policies for DSS’ contracts and purchasing needs. The additional policy support exceeds what is already established by the Department of General Services. The below policy workload includes:

1. Use of Fiscal Agents: In order to meet the need for a high volume of payments issued in a very short amount of time, CDSS has contracted with 3rd party vendors who can process payroll on behalf of the Department. This is a new venture for CDSS. The Branch Chief will advise on the use of fiscal agents and the terms and conditions required in the contract. The impact is significant to ensure the financial integrity of the funds and the legal safeguards for federal and state resources. These contracts facilitate the exchange of billions of dollars outside the State Treasury and the Fi$Cal system.

2. Grants: The use of grants has increased exponentially as CDSS has taken on the child care development program from the Department of Education (CDE). As well as the growth on services to immigrants and refugees at the border. CDSS needs to develop policies and procedures around the use of grants as a funding mechanism to ensure proper controls are in place.

   If grants are not processed timely, child care provider payments will be delayed; non-profits running our shelters at the border may not receive the financial support they need, food banks resources can be depleted; and programs funded by the Legislature may be delayed as CDSS works to determine the best process for engagement and ultimately funding.

3. IT contracts and procurement: IT contracting is a very extensive and tightly controlled process. New innovative automation solutions allows CDSS to move forward in providing services to our recipients and to create data tracking systems that enable collection of valuable program outcomes to assess the benefit and reach of our programs. Without strong leadership in this area, the impact can be crippling to providing payments to service providers and our ability to respond to Legislative mandates of reporting.

   With the transfer of child care and nutrition from the CDE to CDSS, automated systems must be built in order to fully transfer program functionality to CDSS. The IT contracting section of this Branch is key to executing and awarding IT contracts. This is a very extensive process with CDT oversight and scrutiny. CDSS is currently proposing to create a system that will ensure proper payments and contract tracking to over 20,000 child care providers in the State. The CEA will work closely with staff across the department to ensure equity of competition and integrity of funds.

   Failure or delay in project delivery is not an option. This CEA is pivotal in bringing contract expertise in IT and non-IT (direct services) and procurement to CDSS.
C. ROLE IN POLICY INFLUENCE (continued)

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

The C&P Branch Chief scope and nature of decision making is broad and independent. The Chief will work in conjunction with the Deputy Director of Administration. However, the policy development is the responsibility of the C&P Branch Chief.

The Branch Chief will work closely with the Department of General Services to determine when a new Master Service Agreement is needed for vendors who serve many departments in California. For example, The Work Number (TalX) is a vendor essential to recipients in the CalFRESH and CalWORKs programs. Working with DGS to approve a new MSA vendor can take several years to complete. The Branch Chief will make the recommendations to DGS and assist to completion. The benefit of such activity is tremendous for CDSS.

The Branch Chief will advise Program and Executive leadership on the best methods to achieve the desired outcomes for procuring or contracting. There are several strategies when faced with new program development or getting stipends/payments out for emergency purposes. The Branch Chief will lead in this decision making.

The Branch Chief will advise on IT procurement strategies and when bids can or cannot be accepted. IT procurements are complex with high exposure to protest. All requirements and rules must be closely monitored and followed. The Branch Chief will advise in this area.

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

Both. With DGS having the primary policy authority on contracts, the C&P CEA will oversee that those policies are adhered to and processes are put in place to follow the guidelines. The CEA will also develop new internal policies that do not fall under DGS oversight.

The Branch Chief will use their expertise to take all methods of procurement and contracting into consideration when determine the best and most efficient and expeditious method of obtaining the necessary services to get the job done. Creativity and innovation is needed as well as a deep understanding of all the rules to ensure service delivery and safeguarding the public trust.