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

<table>
<thead>
<tr>
<th>1. Date</th>
<th>2. Department</th>
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</thead>
<tbody>
<tr>
<td>2021-11-16</td>
<td>California Department of Social Services (CDSS)</td>
</tr>
</tbody>
</table>

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

- Housing and Homelessness Division

4. CEA Position Title

- Systems, Administration, Integration, and Data Branch Chief

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

The Housing Systems, Admin, Integration, and Data Branch Chief is responsible for the development and implementation of housing-related data policies and procedures as well as generating evidence-based, data-driven policy recommendations for the Housing and Homelessness Division's seven housing programs. The position will ensure that the department develops a system-level approach to ending homelessness in California and create policy integration across all seven CDSS housing programs as well as with other state agencies that administer housing programs.

6. Reports to: (Class Title/Level)

- Exempt, 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): The CEA is not a direct member of the Executive Management Team, but will have frequent contact and provides consultation to the Directorate.

8. Organizational Level (Select one)

- [ ] 1st
- [ ] 2nd
- [✓] 3rd
- [ ] 4th
- [ ] 5th (mega departments only - 17,001+ allocated positions)
9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

This proposed Housing Systems, Administration, Integration, and Data (HSAID) Branch Chief regularly will consult with and advise the Program Policy and Quality Assurance Branch Chief, the Housing and Homeless Division Deputy Director, managers from other program areas, CDSS Directorate, CHHS Agency, federal and local governments, and other state agencies on complex analytical matters. Duties for this new position include and are not limited to the following areas:

1. The HSAID Chief will be responsible for the development and implementation of all housing data-related policies and for making evidence-based policy recommendations for continuous quality improvement of seven CDSS housing programs with a budget of over $2B. The position will develop policies and practices on complex and politically sensitive data analysis and inference issues through: (1) initiating internal and external program evaluations; (2) working with interdisciplinary stakeholders including internal department customers, contractors, and other state entities; (3) Developing new legislative language and coordinating bill analysis to determine the department's position on legislative proposals that affect CDSS programs, and (4) finalizing these policies, practices, and procedures, and then implementing them across Housing Division through education and other change management efforts.

2. Successful implementation of the recently passed Assembly Bill (AB) 977, which would require CDSS Housing Program grantees to directly enter data elements, as defined by HUD's Homeless Management Information System (HMIS) Data Standards, on the individuals and families it serves into its local Homeless Management Information System (HMIS).

3. Ensuring that the Division's housing programs are building a system-level approach to ending homelessness in California, by regularly reviewing and consulting on data outcomes, identifying high-level policy needs and trends, generating technical assistance and policy recommendations for the Division, department, CHHS Agency, and the California Interagency Council on Homelessness.

3. Implementation of Assembly Bill (AB) 1220, which renames the Homeless Coordinating and Financing Council as the California Interagency Council on Homelessness and that requires the CHHS Agency to play a greater role in the Council. The HSAID Chief would be the key CDSS representative on the Council, and would be responsible for participating in council workgroups, task forces, or other similar administrative structures and to provide to the council any relevant information regarding CDSS housing and homelessness programs.

4. Collaborating and coordinating with other state agencies responsible for policy areas that intersect with housing policy, such as behavioral health, aging populations, and the implementation of CalAIM.

5. Planning and preparing for administrative support functions for the Division, including but not limited to performance-based contracting, fiscal policies and procedures, and capacity-building through recruitment and training.

6. Plan, organize, and direct the operation of two bureaus within the Branch, including the management and supervision of subordinate managers. This includes hiring new staff, reviewing and signing off on performance standards, performing workload analyses, supporting management staff in conducting performance appraisals, and managing business operations.
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 CDSS is to serve, aid, and protect needy and vulnerable children and adults in ways that strengthen and preserve families, encourage personal responsibility, and foster independence. The Housing and Homelessness Division's HSAID Branch Chief would be responsible for developing policies and procedures to support the effective implementation of the department's seven housing programs.

To effectively serve California’s most vulnerable families and individuals, the HSAID Chief leads the Division's efforts to streamline program operations and maximize impact of the Division's seven housing programs. The HSAID Branch Chief is responsible for the development and implementation of housing-related data policies, which will encompass outcomes analysis, predictive modeling, program evaluations, and evidence-based policy recommendations. The position will also ensure that the department is working towards a systems-level approach to ending homelessness in California, and working towards policy integration across all seven CDSS housing programs and as well as with other state agencies that administer housing programs.

This position will include a greater emphasis on business process updates, program improvement, and data-driven policy decision-making in the Division's programs. It will also be responsible for developing policies around staff and leadership development for the Division's employees. The Branch drives and supports the work of the programs to use this information to improve life outcomes for the children, families, and adults served by its programs.

The HSAID Branch Chief is responsible for the establishment, implementation, and ongoing utilization of these new policies; the proposed position is new, performing new functions that are mission-critical.
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 Budget Act of 2021 appropriated a historic and significant total of over $2 billion for the CDSS to provide grant funds to counties and tribes to establish, continue, and expand housing and homelessness assistance through 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. This represents a significant expansion and necessitates the need for the Housing and Homelessness Branch, formerly a part of The Family Engagement and Empowerment Division (FEED) to become its own division in order to successfully implement these programs. The proposed Housing and Homelessness Division would be composed of two branches: the proposed Housing and Homelessness Division would be composed of two branches: (1) the Housing Program Policy and Quality Assurance (HPPQA) Branch, and (2) the Systems, Admin, Integration and Data (HSAID) Branche. The request below summarizes the request for the Housing Systems, Admin, Integration, and Data (HSAID) Branch Chief position.

The CDSS has an urgent need to ensure the successful expansion and implementation of housing programs that received additional funding in the 21/22 fiscal year. In order to support an expansion of this size, the Housing and Homelessness Division needs a dedicated Branch that will focus on data policies and processes, system-level integration, administration, as well as staff and leadership development within the Division. The programmatic expansion and implementation of new programs of this size creates new data reporting requirements and necessitates the need to engage consultants and subcontractors that can provide much needed technical expertise to grantees and other stakeholders. In order to ensure that the federal and state funds going towards this effort are successfully leveraged to make lasting change, it would not be enough to implement each program independently and ensure successful at a programmatic level. There needs to be concerted effort towards planning for policy and operational alignment in order to identify needs and maximize impact. This Branch chief would have the primary responsibility for that.

Below is a summary of the significantly increased investment in Housing and Homelessness programs:

<table>
<thead>
<tr>
<th>Program</th>
<th>Amount</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>CalWORKS Housing Support Program</td>
<td>$380 M</td>
<td>Expansion Funds</td>
</tr>
<tr>
<td>Bringing Families Home Program</td>
<td>$185 M</td>
<td>Expansion Funds</td>
</tr>
<tr>
<td>Housing and Disability Advocacy Program</td>
<td>$300 M</td>
<td>Expansion Funds</td>
</tr>
<tr>
<td>Home Safe</td>
<td>$185 M</td>
<td>Expansion Funds</td>
</tr>
<tr>
<td>Project Roomkey and Rehousing Strategy</td>
<td>$150 M</td>
<td>Expansion Funds</td>
</tr>
<tr>
<td>Community Care Expansion</td>
<td>$805 M</td>
<td>New Program</td>
</tr>
<tr>
<td><strong>TOTAL Expansion Funds</strong></td>
<td><strong>$2.005 Billion</strong></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL Funds including ongoing appropriations</strong></td>
<td><strong>$2.266 Billion</strong></td>
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Additionally, the passage of Assembly Bill (AB) 977 in September 2021 creates the need for CDSS housing programs to develop intentional data policies and procedures. The bill requires would require CDSS Housing Program grantees to enter data elements, as defined by HUD’s Homeless Management Information System (HMIS) Data Standards, on the individuals and families it serves into its local HMIS. CDSS would need to provide technical assistance to program grantees to ensure that CDSS program data can be streamlined with HMIS data requirements and to ensure that HMIS data could then be utilized by CDSS to assess and improve housing programs. This strategic significance of this bill is to ensure that statewide investments in housing and homelessness are producing successful outcomes and to create performance-based accountability. The HSAID Chief will be responsible for developing policies and procedures that successfully support the implementation of this bill at the grantee level.
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.

In order to do this work, the HSAID Branch Chief will be establishing new policies and procedures for the Housing and Homelessness Division, at a minimum for the following policy areas:

1. Setting policy regarding data collection and analysis for CDSS housing programs: This will help make data collection administratively feasible at the local level and allow for DSS to do ongoing program monitoring and continuous quality improvement.

2. Setting policy around requirement for CDSS programs integration with HMIS: This will impact the scope of local compliance and integration with the federal department of Housing and Urban Development’s requirement for housing programs programs to enter data into HMIS. HMIS data will ultimately help CDSS track progress towards the goal of ending homelessness.

3. Setting policy around program evaluations and data-driven policy recommendations: This will impact how program evaluations are designed and how the evaluation results inform the development of further policy guidance and ongoing advocacy.

4. Setting policy around integrating and aligning CDSS housing programs with the InterAgency Council on Homelessness strategic plan and guidance: This will help ensure that state housing and homelessness funds are being administered strategically and maximizing impact.

5. Setting policy around collaborating with closely related policy areas in the behavioral health and public health spheres: This will ensure that CDSS housing programs are coordinating with state partners to provide integrated, overarching guidance to local grantees and ensure that state funds are being administered strategically and maximizing impact.

6. Setting policy around incorporating an equity framework among CDSS housing programs: This will help center racial equity in the design of CDSS housing programs so that program resources are used to serve populations that are burdened with the greatest systemic and historical barriers.

7. Setting policy around increasing tribal engagement with CDSS housing programs: This will help expand and design CDSS housing programs in a way that will allow tribal communities to benefit from housing supports and services.

8. Setting policies around staff and leadership development within the Division: These policies will help Division employees gain skills and capacities, boost productivity and performance, create positive morale and invest in future leadership.

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. The HSAID chief would play in important role in ensuring that these programs are integrated, utilized in a client-centered manner and provide maximum impact.
### C. ROLE IN POLICY INFLUENCE (continued)

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
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<tbody>
<tr>
<td>13. What is the CEA position's scope and nature of decision-making authority?</td>
<td>The HSAID Branch Chief's scope and nature of decision-making is broad over its areas of responsibility. The policies they develop have large impact and statewide visibility. 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, tribal governments, and other grantee local agencies. 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.</td>
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<tr>
<td>14. Will the CEA position be developing and implementing new policy, or interpreting and implementing existing policy? How?</td>
<td>The CEA will both develop and implement new policy and interpret and implement existing policy. The state has recently increased funding for the the Housing Support Program, the Bringing Families Home Program, the Home Safe Program, the Housing Disability and Advocacy Program, Project Roomkey. The state has authorized the creation of a new program, which is Community Care Expansion. The complex nature of these programs requires significant oversight at multiple levels. The CEA position will expand and re-conceptualize policies for existing housing programs, as well as implement new policies for the new Community Care Expansion program. The programs intersect with multiple agencies and departments and require coordination across complex systems. The CEA will be responsible for streamlining existing, new, and future housing programs.</td>
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