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A. GENERAL INFORMATION

1. Date

2019-04-26

2. Department

Department of Community Services and Development

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

Executive Division

4. CEA Position Title

Deputy Director of Program Divisions

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

The Department of Community Services and Development (CSD) is requesting approval to establish a CEA position titled the Deputy Director of Program Divisions. This position will provide expertise and oversight for ensuring compliance with all federal requirements, overseeing and managing the development of state plans for approval from three separate federal oversight agencies for allocations exceeding \$297 million in federal funds for energy assistance, weatherization, and community service grant programs administered by the department. In addition, the Deputy Director of Program Divisions will provide expertise and oversight of the Low-Income Weatherization Program (LIWP) which is part of California Climate Investments, a statewide program that puts billions of Cap-and-Trade dollars to work reducing greenhouse gas (GHG) emissions, strengthening the economy, and improving public health and the environment – particularly in disadvantaged communities and other “priority population” low-income communities and households. To date \$202 million dollars have been appropriated to CSD for LIWP which provides low-income households with solar photovoltaic (PV) systems and energy efficiency upgrades at no cost to residents. LIWP is designed with the primary goal of reducing greenhouse gas emissions by saving energy and generating clean renewable energy.

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.

Under the general direction of the Chief Deputy Director, the Deputy Director of Program Divisions will be responsible for performing with a high level of independent judgment and decision making in leading the development of program policy for the entire organization. The Deputy Director of Program Divisions will plan, organize, manage, and evaluate the work of the Program Divisions at CSD. These Program Divisions are responsible for administering the following programs at CSD:

Community Services Block Grant (CSBG). CSBG is an annual federal grant that provides or supports a variety of local services to alleviate the causes and conditions of poverty with the goal of helping people achieve self-sufficiency. Examples of CSBG supported services and activities include local programs to address employment, education, asset building, housing and shelter, tax preparation, and nutrition and emergency services.

Low-Income Home Energy Assistance Program (LIHEAP). LIHEAP is an annual federal grant that provides financial assistance to offset the costs of heating/cooling residential dwellings, for energy-related emergencies, and weatherization services to improve the energy-efficiency of homes.

U.S. Department of Energy Weatherization Assistance Program (WAP). WAP is an annual federal grant that provides weatherization services to eligible low-income individuals to improve the energy-efficiency of low-income homes and safeguard the health and safety of occupants.

Low-Income Weatherization Program (LIWP). LIWP is funded by state cap-and-trade auction proceeds to provide energy efficiency and renewable energy services such as solar photovoltaic systems. These services are provided to low-income single-family and multi-family dwellings within disadvantaged communities to help reduce greenhouse gas emissions and save energy.

The new Deputy Director of Program Divisions would serve as the representative to the Low-Income Oversight Board (LIOB), a statutorily created body established to advise the California Public Utility Commission (CPUC) on low-income electric, natural gas and water issues and to serve as a liaison for the Commission to low-income ratepayer and representatives. In this capacity the CEA provides both department representation and subject matter expertise to assist the Board in the fulfillment of its statutory purpose.

In addition, the position will serve as the primary lead for all cross-department energy policy and program coordination efforts involving state energy regulating agencies to include: the CPUC, California Air Resources Board CARB, and California Energy Commission, and any special task force or initiatives (sponsored by the GO) in support of state energy or climate change goals.

As sensitive policy issues, proposals, and/or special projects arise through federal and/or state regulations or proposed legislation, this position will be responsible for assessing them, determining the impact on other program areas, collaborating with the Executive Office and external stakeholders, to ensure their needs are addressed, and then presenting recommendations for action. The Deputy Director of Program Divisions will lead intra- and inter-agency work efforts and strategically partners with anti-poverty and energy experts, government agencies and other external stakeholders. This position will also be responsible for the ongoing and regular monitoring and evaluation of existing program policies to identify and address outdated and/or ineffective policies that negatively impact low-income customers, lead to operational inefficiency, and/or are no longer compliant with relevant federal or state laws and regulations.

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 Department of Community Services and Development (CSD) is to reduce poverty for Californians by partnering with a network of private, non-profit, and local government community service providers dedicated to helping low-income families achieve and maintain self-sufficiency and meet their home energy needs. Members of the statewide network are commonly referred to as Community Action Agencies or Local Service Providers. The Deputy Director of Program Divisions will provide oversight for all major programs administered by the Department that provide direct services to these low-income and vulnerable population households.

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.

Currently CSD program divisions are under the oversight and administration of two Staff Services Manager IIIs and report directly to the Chief Deputy Director. With this structure, CSD lacks the necessary leadership and policy direction to effectively administer these programs strategically and in a consistent and efficient manner. There is a need for higher level leadership assistance to effectively engage stakeholders and enhance federal and state funded energy and community service programs to improve the quality of life for low-income Californians. The creation of a CEA level position will allow CSD to provide enhanced operational guidance and statewide policy to the vast network of non-profit and government agency contractors that are delivering services at the local level. The creation of the CEA position would also better position CSD to collaborate further with peers and colleagues within the Health and Human Services Agency to seek strategies that cross programmatic missions to improve the health and well-being of low income families served by each Department.

Currently the Energy and Community Services programs are operated separately under lower level managers without the benefit of comprehensive program policies and directives, nor without the benefit of comprehensive program operations and administration. The management experience of those typically at the Staff Services Manager III level focus more on the day to day activities of the organization and are less focused on looking strategically or at the big picture of how changing policies could present opportunities for needed change in program operations. The Staff Services Manager IIIs frequently meet with federal officials from the federal Health and Human Services agency and the U.S. Department of Energy. When the Chief Deputy Director and Director are unavailable, the Staff Services Manager IIIs are the lead representative for CSD in these federal discussions. A CEA level candidate would be better positioned to lead these federal negotiations to ensure the best interests of California's low-income populations are served when federal oversight and policy decisions are made that impact CSD operated programs.

In addition, since Fiscal Year 2014/15 CSD has been appropriated \$202 million from the Greenhouse Gas Reduction Fund. As a result of this new funding, CSD developed California's Low-Income Weatherization Program (LIWP) which provides low-income households with solar photovoltaic (PV) systems and energy efficiency upgrades at no cost to residents. LIWP is part of the California Climate Investments, a statewide initiative that puts billions of Cap-and-Trade dollars to work reducing greenhouse gas emissions, strengthening the economy and improving public health and the environment. The creation of the LIWP program has increased the Legislative interest in CSD administered programs resulting in additional legislative hearings and inquiries, and a significant increase in stakeholder engagement activities that are now statutorily required to be conducted by the Department when developing LIWP program policy and new program component designs.

In addition, state climate change goals have brought about significant awareness to CSD and its many low-income energy programs aimed at addressing the energy needs of low-income households and reducing greenhouse gas emission. This newfound awareness has consequently resulted in the need for more frequent and stronger engagement with members of the public and legislative staff regarding policy development, program implementation and program achievements. Similarly, engagement and consultation with the California Public Utility Commission (CPUC) and state Investor-Owned Utility (IOU) companies is becoming ever more frequent, to better coordinate program implementation of state and ratepayer energy-efficiency programs and exploit operational synergies where possible. Thus far, joint efforts between the CPUC, CSD, and IOUs have produced funding agreements with Investor-Owned Utility companies to incorporate the use of IOU energy efficiency funding within LIWP multifamily housing projects and data sharing agreements to support CSD's compliance with federal reporting requirements. These agreements often are quite complex and involve extensive negotiations to enact. The CEA position will serve as the primary liaison to the CPUC and investor utility companies and will assume the lead on the development and implementation of any joint collaborations between CSD, CPUC, and investor-owned utility companies. As a result, there is a need for higher level leadership assistance to effectively engage stakeholders and enhance federal and state funded energy and community service programs to improve the quality of life for low-income Californians.

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.

Low Income Weatherization Program (LIWP) Policy

The LIWP currently operates with four distinct program components the 1. LIWP Single-Family Energy Efficiency & Solar PV Regional Administrator Component is a regionally administered program that installs no-cost energy efficiency measures, solar water heating, and solar PV in low-income single-family dwellings 2. LIWP Farmworker Housing Component will focus on the direct installation of energy efficiency measures and solar PV systems for farmworker households. 3. LIWP Multi-Family provides technical assistance and incentives for the installation of energy efficiency measures and solar PV in low-income multi-family dwellings serving priority populations. 4. LIWP Community Solar Pilot is designed to expand access to renewable energy for low-income households, including those that do not have the ability to participate in existing low-income solar PV programs – either due to a lack of home ownership, inadequate roofing for solar PV, or other factors. Since FY 2014-15, CSD has received an annual appropriation for LIWP as part of the State's Cap and Trade budget. Each year CSD is responsible for developing new program policies to determine how to best allocate limited funding across the state to ensure low-income families in both single-family and multi-family dwellings within disadvantaged communities reduce greenhouse gas emissions and save energy. The Deputy Director of Program Divisions will be responsible for conducting numerous stakeholder meetings across the state to determine the best policy model for administering the program effectively at the local level. Policy decisions such as whether to design the programs and contracts utilizing a Regional Administrator approach or provide local county organizations funding directly will need to be decided. The Deputy Director of Program Divisions will draw on partnerships with other weatherization program administrators to share policy concepts, vet, new policy ideas, and learn from the experience of others providing similar services across the nation.

Department of Energy Weatherization Assistance Program (DOE WAP) Redesign

CSD is working to develop a new approach to more effectively and efficiently implement the Department of Energy's Weatherization Assistance Program (DOE WAP). CSD suggests utilizing a new "targeted approach" focusing on serving the low-income Californians who live in less temperate regions of the state and would benefit the most from weatherization services. A targeted approach would consider both financial and climatic factors, and because of limited funding and high overhead costs, CSD proposes emphasizing the use of these funds to achieve considerable energy savings through targeting specific regions of the state. This policy change will require federal approval from the Department of Energy. The Deputy Director of Program Divisions will be responsible for negotiating the approval of this policy from federal Department of Energy representatives to meet California's unique climate needs statewide.

Implementing New Anti-Poverty Policies and Programs

CSD has also taken a leading role in coordinating the promotion of the California Earned Income Tax Credit and Free Tax Preparation Assistance services. As EITC is one of the most effective tools we have to reduce poverty, the Department has made increasing the number of Californians who claim the federal and state EITCs a major priority. For the last five years, CSD has led a Reducing Poverty Workgroup made up of public agencies and private non-profits committed to developing strategies and coordinating Cal EITC education and outreach efforts. Our partners in this effort include Community Services Block Grant agencies, state departments, local governments, universities, and non-profits.

As part of this effort, CSD has partnered with the Franchise Tax Board to administer Cal EITC education and outreach grants as well as new free tax preparation assistance grants. For this tax season, CSD administered \$5 million in grants local and statewide non-profits, and local governments to conduct Cal EITC education and outreach, and a new program that provided grants totaling \$4.9 million for free tax preparation assistance. This year, there has been a 42 percent increase in the number of Cal EITC credits issued (1.6 million thru April 13) and \$300 million in Cal EITC has been claimed (13% increase). The new Deputy Director of Program Divisions will be tasked to lead many of these anti-poverty efforts which require the need to develop policies that meet the needs of a diverse stakeholder interest group, and require the ability to partner with other State Agencies that could be impacted as a result of these policies.

C. ROLE IN POLICY INFLUENCE (continued)

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

The CEA will have full responsibility and independent decision-making authority for the oversight, development, and implementation of policies, regulations, rules, and laws regarding the delivery utility assistance and weatherization services to low-income Californians. This position will serve as one of CSD's key policy advisors to the Director, Chief Deputy Director, Secretary, Undersecretary, Governor's Office, and other State agencies; and participate in the identification and resolution of executive level policy issues affecting the areas of responsibility within California.

The CEA has independent decision-making authority in the planning, developing, and organizing CSD Program policy activities. The CEA mentors other managers/supervisors and ultimately provides solutions for a wide range of difficult management and administrative problems, represents the Director with governmental agencies, industry groups and at legislative hearings, and independently meets with representatives to acquire information, determine solutions, and gather consensus on a variety of issues.

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

The CEA will develop and implement new policies regarding the Low-Income Weatherization Program. The CEA will also collaborate with Department management, Executive Office, utility industry, Department of Energy, Department of Health and Human Services, stakeholders, and other State agencies to discuss and promulgate policy, best practices, and guidelines for those programs focused on reducing poverty for Californians and helping low-income families achieve and maintain self-sufficiency and meet their home energy needs. The CEA serves as a leader for CSD and is responsible for the interpretation and application of existing policy as well as the ongoing development and implementation of new and updated policies and regulations affecting the federally funded Community Services Block Grant program, the Low-Income Home Energy Assistance Program, and the U.S. Department of Energy Weatherization Assistance Program.