

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

October 25, 2019

2. Department

California Children and Families Commission

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

Executive Office

4. CEA Position Title

Chief Deputy Director

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

Under the general direction of the Executive Director, the Chief Deputy Director will be responsible for providing operational direction to First 5 California's External and Governmental Affairs Office, the Program Management Division including the Training and Continuous Quality Improvement Office and the Early Learning and Healthy Development Program Office, and the Evaluation Office, all in support of the implementation of the Commission's Strategic Plan.

6. Reports to: (Class Title/Level)

Executive 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.

As assistant to the Executive Director, the Chief Deputy Director will oversee the implementation of a comprehensive policy and program agenda that elevates the needs of children ages 0 to 5. In this role, the Chief Deputy Director will:

- Act as a principal advisor to the Executive Director and State Commission regarding Commission programs and operations.
- Establish and implement internal policies that provide for the governance of all First 5 California program operations, advocacy efforts, public education and outreach (including media campaigns), and services.
- Oversee the formulation and implementation of complex statewide policies.
- Direct the development and enactment of a public advocacy plan to address the needs of children ages 0 to 5 while sustaining related effective programs.
- Generate and foster partnerships with public agencies, non-profit organizations, businesses and corporations, health care/policy advocates, and early childhood care/development/policy advocates to facilitate and support early care and educational development for all children ages 0 to 5.

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: First 5 California's mission is to "...convene, partner in, and help lead the movement to create and implement a comprehensive, integrated, and coordinated system for California's children prenatal through age 5 and their families. It will promote, support, and optimize early childhood development." The mission/work of the offices under the direction of the Chief Deputy Director is directly related to supporting the agency's mission. Examples include managing statewide programs such as Quality Counts California, the Talk. Read. Sing.® public education and outreach campaign, the Kit for New Parents, IMPACT 2020, and the Dual Language Learner Study Pilot, all of which significantly impact and improve the lives of California's children and families.

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.

First 5 California's former Chief Deputy Director retired nearly two years ago. At that time, and as a cost-savings measure for the agency, the former Chief Deputy Director's duties were divided and absorbed by three other members of the Executive/Management Team: the Executive Director, the Chief Counsel, and the Director of Administrative Services – each of whom took on a variety of the former Chief Deputy Director's responsibilities in addition to their regular duties.

Over time, however, despite considerable efforts to make this cost-savings reorganization of duties work effectively, it has become clear that the distribution of the former Chief Deputy Director's duties among these three already full positions has become unsustainable. For example, the Executive Director has had to take on the direction and direct reporting responsibilities for the Program Division staff, the Evaluation Office staff, and the External and Governmental Affairs staff. The Chief Counsel, whose job title was changed to Chief Deputy Director/Counsel to reflect his additional responsibilities, maintained his legal duties in addition to taking on the direct reporting of managers and staff from the Fiscal Services Office, and the Contracts Office. Additionally, the Administrative Services Office Director added new and major responsibilities to her already substantial workload, taking on the direct reporting responsibilities for the Communications Unit, which includes the oversight of First 5 California's largest contract (Media), along with the management of First 5 California's Kit for New Parents.

Despite the agency's long-term efforts to make this organizational change work, sustaining the additional workloads for these three positions has become untenable, oftentimes resulting in program and project delays and minimizing essential interactions with staff.

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.

To ensure the implementation of First 5 California's Strategic Plan and the California Children and Families Act (the Act), the responsibilities of the Chief Deputy Director will include the following:

- Direct and supervise the work of the External and Governmental Affairs Office, including the Communications Unit. In coordination with the Deputy Director of External and Governmental Affairs, the Chief Deputy Director will develop, disseminate, and enact First 5 California's annual legislative program, and draft legislation and support materials to fulfill program and administrative priorities. With regard to communication efforts, the Chief Deputy Director will conceptualize, review, and direct statewide public education and outreach efforts, multi-media campaigns, related materials, and other public advocacy plans to address the needs of California's children ages 0 to 5. Additionally, the Chief Deputy Director will disseminate educational information to parents, providers, community-based organizations, First 5 county commissions, local educational agencies, and the public, while directing and supporting the ongoing development and distribution of the Kit for New Parents.
- Direct and supervise the Program Management Division. In coordination with the Deputy Director of Program Management, the Chief Deputy Director will support the development and implementation of the State Commission's programs, systems, training, resources, and other statewide efforts in early childhood development and health. This work serves to implement First 5 California's Strategic Plan, enact key mandates from the Act, fulfill the directives of the Commission, and is designed to enhance the well-being of the state's children ages 0 to 5 and their families.
- Direct and supervise the Evaluation Office. In Coordination with the Deputy Director of Evaluation, the Chief Deputy Director will oversee the development of a system for prioritizing and managing research and evaluation projects, and communicating results. The Chief Deputy Director will direct and support the Deputy Director of the Evaluation Office in the development and implementation of strategic efforts regarding data collection, First 5 California program evaluations, and other significant research studies and reports designed to communicate program outcomes to the State Commission, the legislature, First 5 county commissions, the public, and a variety of stakeholder groups from around the state and across the country.

C. ROLE IN POLICY INFLUENCE (continued)

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

As a member of the First 5 California Executive Team, the Chief Deputy Director will provide operational direction to fulfill the strategic goals of the agency. In this role, the Chief Deputy Director will:

- Serve as the Executive Director in his/her absence and, as necessary, represent the Executive Director before the State Commission, as well as high-level committees and boards, the legislature, associations, agencies, and other governmental and civic organizations.
- Act with full authority to commit First 5 California resources in the absence of the Executive Director.
- Act as a full participating member of the Executive Director's decision-making team, providing input on sensitive and complex State Commission decisions related to legal, policy, program, fiscal, and operational issues.
- Serve and lead the First 5 California Management Team providing input and recommendations to the Executive Director, legal counsel, First 5 county commissions, and division/office directors and managers.
- Direct and develop organizational systems and policies to provide quality and cost-effective services to First 5 California stakeholders.
- Define and accomplish organizational results to be achieved in accordance with the Act.

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

Both. As outlined above, a primary responsibility of the Chief Deputy Director will be to develop and propose for Commission approval new policies (including legislation) designed specifically to enact the tenets of the Act, and to implement First 5 California's Strategic Plan. Additionally, the Chief Deputy will be responsible for implementing existing policies and programs to ensure, for example, that funding is allocated appropriately and sufficiently as required by statute and existing Commission directives.