

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

02/05/2025

2. Department

Housing and Community Development

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

Division of Housing Policy Development

4. CEA Position Title

Assistant Deputy Director, Data and Innovation

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

This position will lead HCD's public lands, data, and innovation initiatives, ensuring efficient program implementation and advancing statewide housing policy goals through research, technical assistance, and technology integration.

6. Reports to: (Class Title/Level)

Deputy Director, Governor's Appointee

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 collaborates with HCD's Executive Management, Department of General Services, as well as HCD's Agency, Cal ICH, Governor's Office, and DGS, ODI, and GovOps, on housing development innovations such as the Executive Order to use state land for affordable housing, and cutting edge housing data research.

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 CEA will:

Lead the State Excess Sites for Affordable Housing Program, the Governor's Executive Order to make state land available for affordable housing in partnership with Department of General Services. This CEA is expected to operate with extensive knowledge of affordable housing finance and real estate development. Their counterpart at DGS on this project is the Deputy Director for Real Estate Services, a Governor's appointee. This position will oversee the development and long term sustainability of the state-owned affordable housing portfolio of developments created through the Governor's Executive Order.

Manage data collection, analysis, and visualization initiatives, including the Statewide Housing Plan, Homelessness Program Dashboards for Homeless Housing, Assistance and Prevention (HHAP), Encampment Resolution Fund (ERF), and Family Homelessness Challenge (FHC), as well as the Housing Element Annual Progress Report Dashboard, and other performance tracking dashboards to track grantee fund obligations, expenditures, and outcomes. These dashboards will provide real-time insights into progress toward addressing the housing crisis, reducing homelessness and holding jurisdictions and grantees accountable for their commitments.

Oversee major research projects such as the Governor's Generative AI project with Governor's Office of Data and Innovation, the Housing Fee Nexus Study, the SB 555 Social Housing Study and Farmworker Housing Study, providing actionable recommendations for policy development. Coordinate with California Interagency Council on Homelessness with regard to homeless and housing metrics for the California Homelessness Action Plan. Analyze data from quarterly and annual HHAP, ERF, and FHC grantee reports, as well as submissions through the Homeless Management Information System (HMIS) under AB 977, to identify best practices in homelessness prevention and reduction. Use findings to guide future funding allocations and programmatic decisions. Coordinate with academic and technological institutions as needed.

Direct the Housing Policy Development Division's transition to HCD Connect, ensuring seamless integration and staff training while minimizing disruptions to ongoing operations.

Act as a connector between the Housing Policy Development Division and Divisions of Financial Assistance, improving alignment between funding administration and policy objectives.

Develop staff and build capacity within the Data and Innovation Unit, fostering a culture of collaboration and innovation.

Collaborate with external stakeholders, including local governments, research institutions, and community partners, to advance housing goals.

Participate in legislative review and development, shaping policies that align with HCD's mission.

## 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: | <p>HCD's Mission: Promote safe, affordable homes and vibrant, inclusive, sustainable communities for all Californians.</p> <p>The public lands and data strategy programs, along with the HCD Connect transition and research initiatives, are critical to achieving HCD's mission of promoting safe, affordable homes and vibrant, inclusive, sustainable communities for all Californians.</p> <p>Public Lands Program (Executive Order N-06-19 and implementing key legislative mandates such as AB 2233, SB 561, and SB 791)</p> <p>HCD's leadership in making public lands available for affordable housing is essential to demonstrating state leadership by example. The Excess Sites for Affordable Housing Program not only facilitates the donation and development of state land for housing but also provides critical technical assistance to developers, expediting and innovating affordable housing projects. Successes in the State Excess Sites Program directly inform local public lands policies under the Surplus Land Act (SLA), ensuring that lessons learned are applied to local surplus land projects to maximize housing outcomes. The provision of technical assistance under this program is vital for helping local governments meet growing demands for housing production while streamlining compliance and reducing barriers.</p> <p>Data, Research, and Policy Evaluation</p> <p>The Data and Innovation Unit plays a foundational role in evaluating the effectiveness of housing policies, producing actionable insights to guide decision-making and improve housing outcomes statewide. By leading initiatives such as the Generative AI Housing Policy Data Pilot, the SB 555 Social Housing Study and the Farmworker Housing Study, this program provides critical data and recommendations to shape legislative and policy responses to housing challenges. The research partnerships led by this position ensure that California is reaping the rewards of evidence-based solutions to the housing crisis identified within the academic and technological sectors, as well as leading the charge to increase transparency of HCD's data to benefit the research community at large and made data accessible to members of the public interested in seeing their tax dollars at work. The Statewide Housing Plan sets the strategic vision for California's housing policies, while tools like HCD Connect ensure accountability and transparency in tracking outcomes. With the integration of the HHAP, ERF, and FHC programs in July 2024, HCD has assumed expanded responsibility for overseeing significant state investments in homelessness prevention and housing stability. These programs are essential to achieving HCD's mission by ensuring state resources are effectively used to reduce homelessness, increase permanent housing placements, and improve local accountability. The CEA position is critical to providing strategic oversight, data-driven insights, and program alignment for these efforts.</p> <p>Enterprise Database Transition – HCD Connect</p> <p>HCD Connect will serve as the backbone of HCD's data and program management efforts, modernizing workflows and improving transparency. The transition is vital to streamlining grant management, housing accountability tracking, and technical assistance delivery, ensuring HCD can meet its growing workload demands. Successfully implementing this system will position HCD as a leader in innovative housing program administration, providing a model for other agencies and jurisdictions.</p> |
|--------------|---|

## **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 scope of responsibilities and complexity of initiatives under the Housing Policy Division (HPD) have expanded significantly in recent years, necessitating the creation of a high-level leadership position to oversee critical programs and strategic priorities.

Several key changes justify this request:

1. Integration of Homelessness Programs and related Data Transparency, Analysis, and Accountability roles:

In July 2024, the HHAP, ERF, and FHC programs transitioned from the California Interagency Council on Homelessness (Cal ICH) to HCD, significantly expanding the department's responsibilities in homelessness policy and program implementation. This shift brought new mandates for HCD to analyze grantee data through monthly and quarterly fiscal reports, HMIS submissions, and annual program status and outcome evaluations to identify effective strategies for reducing homelessness and maximizing the impact of state funds. The CEA position is necessary to centralize oversight of the data coming from these programs, create accountability dashboards, and develop the tools and frameworks required to evaluate program success. Without this position, the department risks delays in data analysis, inconsistencies in policy application, and missed opportunities to guide strategic investments in homelessness reduction.

2. State Excess Sites Program Maturing/Expanding:

Recent legislation, including AB 2233, SB 561, and SB 791, has expanded HCD's role in overseeing and providing technical assistance for public land utilization, requiring greater leadership to integrate these efforts across state and local agencies. The State Excess Sites for Affordable Housing Program has grown in prominence as a model for converting excess state land into affordable housing, requiring leadership to manage cross-agency coordination, technical assistance, and program innovation. An audit, as well as internal decision making, also lead to several upcoming operational shifts that will dramatically increase the amount of land made available for housing production, and we need a leader that can oversee this shift and train staff on housing development and finance so they are poised to oversee this larger portfolio. This work is increasing requiring coordination with Governor's Office, HCD's Agency (BCSH), and DGS's Agency (GovOps); and this position would help represent HCD in those coordination/briefing events.

Equity/Salary Consideration: This position requires deep affordable housing finance and real estate knowledge to perform successfully, effectively acting as the affordable housing development expert for the state's public land portfolio. The counter part for this position at DGS is their Deputy Director, Real Estate Division, which is a Governor's appointee making more than \$190,000 when the position was last appointed in December 2023; and affordable housing project developer positions in California typically range from \$120,000-\$180,000; and leadership positions such as Director of Asset Management or Director of Development exceed those ranges. This position will need to have similar skill sets to those positions, as well as be capable of training/mentoring staff in housing development and finance, particularly if we cannot attract seasoned housing developers as HCD Representatives and HCD Specialist classifications.

3. Enhanced Data and Research Requirements

Major initiatives like the Generative AI Housing Policy Data Pilot, the SB 555 Social Housing Study, the Farmworker Housing Study, the Housing Fee Nexus Study, and the transition to the HCD Connect database, require leadership to manage cross-divisional collaboration, stakeholder engagement, and deliverable production. HCD is increasingly reliant on data to track housing policy performance, enforce compliance, and identify opportunities for improvement. The lack of a centralized leader to oversee these efforts has created gaps in efficiency and consistency. Relatedly the department is transition to HCD Connect, a department-wide enterprise database system, which represents a significant operational shift. While there is high-level IT leadership, this project also requires strategic direction from the program team to ensure what is created can actually perform the business needs and work appropriately across the entire housing finance system. The system will handle affordable housing applications, awards, asset management, and long term preservation, as well as program management, housing element and homeless plan compliance tracking, and technical assistance delivery; this expansive framework will require leadership to oversee choices related to system design, user training, workflow integration, and performance metrics development. Overtime the role of the Statewide Housing Plan has continued to expand through legislative changes, including the addition of a statewide housing data strategy that requires ongoing implementation.

4. Increasing Workload and Rising Complexity

The Data and Innovation Unit has grown to 30 PYs, requiring dedicated executive oversight to manage workloads, provide professional development, and ensure alignment with department priorities. Staff are tasked with highly technical responsibilities, including policy analysis, data visualization, and program evaluation, which require strategic direction and capacity-building efforts.

## 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.

Homelessness Program Data Transparency and Accountability -- Develop frameworks for tracking HHAP, ERF, and FHC grantee commitments, fund utilization, and outcomes. Establish protocols for analyzing HMIS and report data to identify high-impact practices in homelessness reduction. Lead the development of dashboards and analytical tools to visualize progress and trends in homelessness programs. Use data to inform statewide strategies and prioritize effective interventions.

Statewide Impact: These efforts will ensure that state funding drives measurable reductions in homelessness, guiding future investments and fostering greater accountability among local jurisdictions. This will enhance transparency, improve public trust, and provide actionable insights for state leadership and local stakeholders.

Public Lands Policies - The CEA will serve as the principal policy maker for the State Excess Sites for Affordable Housing Program.

Developing Procedures and Technical Assistance: Creating streamlined policies for leasing state lands to prioritize affordable housing development.

Legislative Implementation: Operationalizing AB 2233, SB 561, and SB 791, which expanded requirements and added mandates for state public land.

Statewide Impact: These policies will increase the availability of land for housing development, create more affordable housing opportunities, and set an example for local jurisdictions to follow. By providing technical assistance and removing barriers, the CEA's leadership will directly contribute to statewide housing production goals.

Data and Innovation Strategy -- The CEA will lead HCD's data and innovation strategy, including the integration of the HCD Connect enterprise system.

Policy Development: Establishing policies for data collection, analysis, and visualization to improve program performance tracking and housing policy evaluation.

Cross-Agency Collaboration: Coordinating with DGS, ODI, and other state departments to procure and implement software tools that benefit housing programs and housing policy analysis/innovations statewide.

Statewide Impact: A modernized data strategy will improve transparency, accountability, and the ability to enforce housing policies effectively. Enhanced data systems will allow HCD to identify housing production gaps, track progress, and hold local jurisdictions accountable, supporting the state's overall housing goals.

Social Housing and Research Policy -- The CEA will oversee key research initiatives, such as the Housing Fee Nexus Study, the SB 555 Social Housing Study and the Farmworker Housing Study, and translate findings into actionable policies.

Research Oversight: Managing cross-divisional collaboration and external stakeholder input to ensure high-quality research outputs.

Policy Implementation: Using study recommendations to propose legislative or administrative policies to address housing gaps and equity issues.

Statewide Impact: These research initiatives will provide a foundation for innovative housing models and targeted solutions for underserved populations, ensuring that state policies are equitable, effective, and responsive to diverse housing needs.

Statewide Housing Plan -- The CEA will lead the development of California's Statewide Housing Plan (SHP), which serves as a strategic framework for addressing the state's housing challenges every four years.

Policy Integration: Aligning the SHP to monitor for impact of recent housing policy changes resulting from legislative mandates and Governor's policy initiatives.

Stakeholder Engagement: Collaborating with local governments, nonprofit developers, and community organizations to ensure the SHP reflects on-the-ground realities and opportunities.

Statewide Impact: The SHP drives supplemental housing policies, legislative directives, and funding allocations, making it a critical tool for achieving long-term housing equity and production goals.



## C. ROLE IN POLICY INFLUENCE (continued)

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

The CEA position has broad decision-making authority that directly impacts the development, implementation, and oversight of statewide housing policies and programs. This authority spans high-profile initiatives such as public lands policies, data strategy and innovation, housing accountability enforcement, and research-driven policy development. Decisions made by this position affect the department's strategic priorities and California's overall housing goals.

#### Scope of Decision-Making Authority

**Policy Development and Implementation:** The CEA leads the development of statewide policies for public land utilization, data modernization, and compliance with state housing laws. This includes creating procedures developing technical assistance frameworks, and shaping the direction of major programs like the State Excess Sites for Affordable Housing Program.

**Strategic Oversight:** The position oversees the policy division's operational integration of HCD Connect, ensuring that the enterprise system aligns with department priorities and enhances statewide program performance tracking. The CEA also directs cross-divisional efforts to improve funding alignment, data transparency, and collaboration between the Housing Policy and Financial Assistance divisions.

**Research and Analysis:** As the principal policy maker for research projects like Homelessness Data Transparency and Accountability, the Generative AI Housing Policy Data Pilot, the SB 555 Social Housing Study and the Farmworker Housing Study, the CEA sets research priorities, analyzes findings, and translates them into actionable recommendations.

**Legislative and Stakeholder Engagement:** The position provides critical guidance on legislative proposals, representing the department in discussions with the Governor's Office, Legislature, and external stakeholders.

#### Nature of Decision-Making Authority

The CEA exercises both independent and collaborative decision-making authority.

**Independent Authority:** The CEA has the autonomy to set strategic goals, approve operational workflows, and make high-level decisions regarding program implementation and resource allocation.

**Collaborative Decision-Making:** The CEA works closely with the Deputy Director, division leads, and external partners to ensure that decisions are aligned with HCD's mission and statewide housing objectives.

#### Impact of Decisions

Decisions made by the CEA have a direct and far-reaching impact on housing production and affordability, as well as preventing and reducing homelessness, by streamlining public land development and modeling efficient and innovative housing development.

Data transparency and program efficiency through the implementation of modern enterprise systems like HCD Connect.

Policy innovation and equity by addressing gaps in housing access through targeted research and programmatic improvements.

This high level of decision-making authority ensures that the CEA position drives meaningful progress toward achieving California's housing goals and advancing the department's mission.

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

The CEA position will both develop and implement new policies as well as interpret and implement existing policies to address California's housing and homelessness challenges effectively.

This position will develop new policies by leading initiatives such as the creation of data dashboards to analyze and visualize the performance of Homeless Housing, Assistance and Prevention (HHAP), Encampment Resolution Funding (ERF), and Family Homelessness Challenge (FHC) programs. Using data collected from monthly, quarterly and annual grantee reports and the Homeless Management Information System (HMIS) under AB 977, the CEA will identify best practices and propose innovative strategies for allocating resources to achieve the greatest impact in reducing homelessness. The innovative pilots and research portfolio under this CEA will lead to other new policy recommendations, such as recommendations coming out of SB 555 Social Housing Study, the Generative AI Housing Policy Data Pilot, the Farmworker Housing Study.

This CEA will continue to implement the Housing Element APR Dashboard and the annual analysis stemming from the data provided by local governments. And this CEA will launch the expanded procedures related to the Governor's Executive Order N-06-19 related to excess state lands, as well as managing the state's portfolio of existing housing developments created under that program.

By combining the development of forward-thinking policies with the effective implementation of existing frameworks, the CEA position will ensure alignment with HCD's mission and drive meaningful progress in housing and homelessness solutions across the state.