

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 6, 2025

2. Department

Behavioral Health Services Oversight and Accountability Commission

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

Administration and Performance Management

4. CEA Position Title

Chief Deputy Director for Administration and Performance Management

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 of the Behavioral Health Services Oversight and Accountability Commission, hereafter referred to as the Commission for Behavioral Health (CBH) or Commission, the Chief Deputy Director (CEA C) of Administration and Performance Management is the principal policy adviser to the 27 commissioners and the Executive Director in areas including budget preparation, expenditure management, financial consultation, personnel services and transactions, fiscal resource planning and allocation, management analysis and performance management, organization review, business services, facilities management, office automation, information technology, and contract management. The Chief Deputy Director will direct the daily operations and performance of the CBH Research, Evaluation and Programs Division and Legislative and External Affairs Division to transform systems by engaging diverse communities and employing relevant data to advance policies, practices, and partnerships that generate understanding and insights, develop effective strategies and services, and grow the resources and capacity to improve positive behavioral health outcomes. The Commission ensures accountability to taxpayers and the public in implementation of the Behavioral Health Services Act (BHSA), portions of which became operative on January 1, 2025 and will be fully implemented by July 1, 2026.

6. Reports to: (Class Title/Level)

Executive Director (Exempt)

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.

The Chief Deputy Director for Administration and Performance Management (currently titled as the Deputy Director) is responsible for all fiscal and budget activities, contracting, office support, human resources and performance management. Currently, the organizational structure places this CEA C position at the same level within CBH as the two CEA B positions (Legislation and External Affairs and Research, Evaluation and Program Operations), creating a flat leadership structure that does not reflect the higher-level responsibility required of the CEA C position. In addition, the Executive Director does not have an established leadership position designated to oversee the Commission in the Executive Directors absence. Establishing this CEA C as the Chief Deputy Director, reporting directly to the Executive Director, and with the other two CEA B's reporting to this role, will provide the necessary hierarchy to ensure clear performance management, stronger organizational accountability, and continuity of leadership in the Executive Directors absence. This adjustment will better position the Commission to operate effectively and deliver on its mission.

Budget and fiscal. This CEA C is responsible for providing executive leadership over all of CBH's budget and fiscal affairs. The CEA C ensures compliance with all budget-related regulations and practices, works with the Commission to inform fiscal related decisions and provide public transparency to the Commission's fiscal activities. The CEA C works with the Executive Director and other Deputy Directors (CEA Bs) to appropriately manage fiscal resources to accomplish the Commission's statutory responsibilities and to develop fiscal plans that support Budget Change Proposals, and works with the Department of Finance, the State Controller's Office and other state agencies on all fiscal issues.

Procurement and office support. This CEA C is responsible for all procurement and works with the other Deputy Directors to facilitate the effective development and management of contracts for services. The CEA C develops policies for and oversees the Commission's independent contracting authority, including reviewing and approving contract materials and identifying changes that are necessary to new or existing contracts in response to organizational, budgetary and Legislative changes. The number and complexity of contracts increased significantly in recent years as the Legislature directed the Commission to develop, pilot and evaluate new programs and services on a wide range of mental health-related needs. The CEA C also ensures the Commission's office space and operational needs are met, including the day-to-day operations and the Commission's public meetings.

Personnel. The CEA C provides executive-level oversight to the Commission's personnel staff, which includes 55 FTE positions. The Commission is also frequently authorized to hire Limited Term positions for specific short-term programs, which further increases both personnel transactions and the activities associated with recruiting, motivating, supporting and developing a cohesive and committed workforce. The CEA C works with the Executive Director and Deputy Directors to determine future personnel needs and to develop a strategic approach to meeting those needs. As part of the Commission's strategic plan refresh to transition from the Mental Health Services Act to the Behavioral Health Services Act (BHSA), the CEA C is responsible for working to improve the Commission's selection, onboarding and professional development activities and to implement internally-developed recommendations for increasing the diversity of the Commission staffing and supporting workplace mental health.

Performance management. The Commission, as the steward of the BHSA, engages with county behavioral health departments to catalyze transformational change and build capacity to reduce disparities, improve outcomes and pursue continuous improvement. In turn, the Commission is working to continue fortifying its own practices to more fully embrace performance management. This CEA C has responsibility for these efforts.

In addition to these specific responsibilities, the CEA C consults with the Commission's Chief Council on highly sensitive and complex financial and legal issues. The CEA C represents the Commission in consultations with the Department of Finance, the Department of Human Resources, the State Controller's Office, the Department of General Services, among others. The CEA C has primary responsibility for the oversight and preparation of numerous required reports, including legislative reports and fiscal and expenditure reports.

The CEA C also serves as the commission's CIO.

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 Chief Deputy Director role is essential to the Commission's mission and purpose because it provides the organizational structure, leadership capacity, and oversight required to ensure that the Commission operates with integrity, accountability, and effectiveness. With more than 130 active grant programs to manage, five newly established committees requiring consistent coordination, mandates for behavioral health research and evaluation reporting, and significant and changes and moving from the MHSA to the BHSA to serve individuals with serious mental illnesses and severe substance use disorders, the Commission's work has reached a level of complexity that demands strong executive leadership beyond the Executive Director alone. The Chief Deputy Director will ensure that the Commission has a dedicated senior leader to oversee administrative functions, contracts and grants monitoring, employee development, and performance management, all of which are foundational to delivering on the Commission's statutory mission.

This role is also critical to the degree that it supports the Commission's ability to implement its core programs with fidelity and transparency. These programs are central to achieving CBH's mission of improving the lives of California's most vulnerable populations through funding, accountability, and community partnership. Without a Chief Deputy Director providing continuity of leadership, aligning staff work with strategic priorities, and serving as the Executive Director's designee in their absence, the Commission risks gaps in oversight that could compromise fiscal integrity, program outcomes, and stakeholder trust. In this way, the Chief Deputy Director is not only critical to the Commission's mission, but it is indispensable to ensuring that the Commission can fulfill its purpose in a sustainable and effective manner.

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 reorganization undertaken by the Commission in April 2025 better aligned the roles, responsibilities, and functions of the CBH staff team. It has created a stronger CBH organizational foundation, but it has also highlighted the need to establish clear hierarchical leadership within the CBH executive team. Without this next level of structure, the executive team remains flat, with positions that carry very different levels of responsibility appearing equal. Establishing the CEA C as a Chief Deputy Director, the highest role next to the Executive Director, will resolve this issue, providing the Executive Director with a designated senior leader to oversee administrative and performance management functions and to serve in the Executive Directors absence.

This adjustment is particularly necessary now given the Commission's scope and responsibilities as the state transitions from the MHSA to the BHSA. With over 130 grant programs requiring close monitoring to ensure fiscal integrity and that intended outcomes are achieved, there is a pressing need for CBH to implement processes to ensure stronger oversight and a performance management framework. Historically, limited infrastructure for contracts and grants monitoring, as well as for employee development and training, has left CBH staff without the tools or guidance they need to succeed. By strengthening this leadership structure, the Commission can ensure workplace wellness, staff growth, and accountability are prioritized alongside fiscal and program integrity.

In addition, the Commission recently voted to establish five new working committees, which has significantly expanded the scope and complexity of CBH's work. These committees require ongoing coordination, subject matter expertise, and staff support well beyond what was previously needed for monthly Commission meetings. The layered structure of committee work now demands stronger executive-level oversight to ensure consistency, alignment with the Commission's mission, and effective follow-through on committee recommendations. The Chief Deputy Director will provide the necessary leadership to manage this added complexity, while also ensuring that staff are supported and that the work of the committee is contribute to the Commission's overall strategic direction.

Finally, this change will allow the Executive Director to dedicate more time to the Commission's overarching mission, including setting strategic vision and strengthening relationships with system partners and community stakeholders. Without this restructuring, the Executive Director will continue to allocate a significant amount of time on day-to-day operations, leaving critical strategic responsibilities undone. The Chief Deputy Director will address these organizational gaps, reinforce stability, and ensure the Commission is well positioned to effectively deliver on its mission.

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 CEA C has, and will continue to have under this revision, principal policymaking authority over all of the Commission's primary administrative functions. The effective leadership and administration of these functions are essential to the Commission's ability to execute its statutory authorities, as established by both the Legislature and voters.

With executive-level responsibility for the Commission's budget and fiscal affairs, the CEA C is responsible for the fiscal planning required to support new and ongoing statutory responsibilities, directly contributing to the California Budget Act, the single largest policy enacted each year. The CEA C also has primary responsibility for developing and implementing internal policies and practices that ensure the Commission meets the spirit and the letter of the BHSA, including new provisions or new programs assigned to the Commission.

For Fiscal Year 2025-26, the Commission projects having a total budget of \$47,240,000 of which \$34,306,000 is Local Assistance dollars. These programs and initiatives directly impact hundreds of thousands of Californians with severe mental illnesses and/or substance use disorders. The Commission's initiatives are focused on some of the state's citizens with these highest behavioral health needs, from reducing homelessness to those who are incarcerated in jails and prisons. The administrative structures supporting these initiatives are as integral to the success of these initiatives as the grants, the technical assistance, the evaluation and other activities.

The CEA C has primary responsibility for the human resource policies directly impacting its 78 state employees (55 of which are permanent). In addition to the statutory and regulatory provisions guiding the personnel system, the CEA C has executive leadership responsibilities to ensure that Commission staff have professional development plans to advance their careers and their contributions through the state civil service, that the Commission provides a healthy and supportive work environment, and that the Commission achieves its expectations for a diverse and inclusive workforce.

All of these activities require the development of internal policies and implementation of state policies. All of these activities require close coordination with the Executive Director and the rest of the CBH executive team. All of these activities involve at times a high degree of sensitivity and confidentiality.

C. ROLE IN POLICY INFLUENCE (continued)

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

As described above, the CEA C's scope includes all of the Commission's administrative functions, including budget and fiscal, procurement and contracting, human resources and office support. The CEA C's authority is at the executive level, working directly with the Commission, the Executive Director, the Chief Counsel, the Deputy Directors, and senior managers.

The nature of the CEA C's decision-making authority concerns policy and implementation related to administrative functions, including working closely with other state departments. All of the CEA C's primary responsibilities are considered.

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

The CEA C position will be responsible for both developing and implementing new policy, as well as interpreting and implementing existing policy. This work will be carried out in close collaboration with Commissioners, the Executive Director, and CBH staff, as well as through active engagement with state partners and community stakeholders. The CEA C will lead efforts to identify gaps and emerging needs, translate legislative and administrative mandates into actionable policies, and oversee their implementation across the Commission's programs and grants. In addition, the CEA C will ensure these policies are applied within the Commission's research and evaluation efforts using a variety of data sources to track outcomes, inform decisions, and strengthen accountability. By bridging policy development, interpretation, implementation, and evaluation, the CEA C will play a central role in ensuring that the Commission's work remains both compliant and responsive to the population it serves.