

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

10/08/2025

2. Department

Housing and Community Development

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

Legal Affairs Division, Audit and Evaluation Branch

4. CEA Position Title

Assistant Deputy Director, Audits and Accountability

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

The Assistant Deputy Director, Audits and Accountability will serve as the department's executive leader for audit policy, internal controls, and audits and compliance related risk management. This position will develop and implement department-wide audit and accountability policies, advise executive leadership on fiscal integrity and risk, oversee strategic audit planning, and represent the department in high-level interagency and public forums. The position ensures HCD's compliance with state and federal mandates and supports transparency, accountability, and public trust.

6. Reports to: (Class Title/Level)

General Counsel/Exempt; 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 will report to the General Counsel and regularly advise the Director and Executive Team on audit-related policy, risk, and compliance matters.

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, Audits and Accountability will serve as the department's executive leader for audit policy, internal audit controls, and audits risk management. This position will:

- Develop and implement department-wide audit and accountability policies.
- Advise executive leadership on fiscal integrity, audit findings, compliance, and risk mitigation strategies.
- Oversee strategic audit planning and primary, executive level coordination with external oversight bodies (e.g., DOF, SCO, CalHR, State Auditor).
- Represent the department in high-level interagency and intergovernmental meetings and forums.
- Ensures that the Agency's audit related high-level policies, goals, and objectives, as promulgated by the Director and the Executive Leadership Team, are accomplished and develops and implements associated and specific standards and controls in furtherance of those policies, goals, and objectives.
- Lead the Audit and Evaluation Branch, directing, supervising, training, and supporting professional audit staff and ensuring alignment with state and federal mandates.
- Establishes, directs, creates, and influences all related guidelines, policies, and procedures for the Audit and Evaluation Branch.

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 audits and accountability function is essential to ensuring the integrity, transparency, and effectiveness of HCD's housing programs. It supports public trust, compliance with oversight requirements, fraud detection and prevention, and the responsible stewardship of public funds. The function also ensures that HCD's expanding portfolio of state and federally funded programs meets legal, fiscal, and performance expectations consistent with its mission of promoting safe, affordable homes and vibrant, inclusive, sustainable communities for all Californians. The role of Chief Auditor is therefore indispensable within the department due to its pivotal contributions to ensuring the successful fulfillment of the department's mission and purpose.

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.

HCD has experienced a significant increase in funding, program complexity, and external scrutiny due to expanded housing initiatives and federal stimulus programs. In addition, changes in the federal administration have created a more challenging and complex compliance environment. All of these changes have elevated the need for executive-level audit policy leadership, proactive risk management, and strategic and effective coordination and collaboration with control agencies and external auditors.

Moreover, the Department's audit and accountability function now operates in a highly visible and politically sensitive environment. Audit finding related to housing affordability, homelessness, and public program oversight and increasingly subject to intense media coverage, legislative inquiry, and public scrutiny - particularly as these issues consistently rank among the top concerns of Californians in public opinion surveys. The role there fore requires not only deep technical audit expertise, but also the ability to read and navigate complex political dynamic across multiple levels of government, including the Legislature, control agencies, and local jurisdictions.

The current SMA classification is not sufficient to meet these demands, as the role now requires broad policy-making authority and executive-level visibility.

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.

1. Department-wide Audit Policy – Establishing internal audit standards and protocols aligned with state and federal requirements and professional audit standards. This will have statewide impact by augmenting HCD's capacity to detect and prevent fraud, waste, and abuse of public funds and ensuring consistent, transparent, and accountable audit practices across all HCD programs, which collectively administer billions in housing funds statewide.

2. Risk Management – Developing risk assessment frameworks to guide program oversight and resource allocation. This will have statewide impact by strengthening HCD's ability to proactively identify and mitigate risks that could affect housing delivery, fiscal integrity, and public trust across California.

3. Accountability and Compliance Strategy – Creating policies to ensure compliance with legislative mandates and audit recommendations. This will have statewide impact by enhancing the effectiveness and credibility of HCD's oversight of local jurisdictions and grantees, improving housing outcomes and reducing audit findings.

4. Interagency Audit Coordination – Leading policy development for engagement with control agencies (e.g., DOF, SCO, CalHR). This will have statewide impact by ensuring HCD's audit responses and accountability practices are alligned with statewide standards and expectations and conducted from an executive level perspective, reducing risk of sanctions or funding loss that would affect a vast swath of Californians.

5. Transparency and Public Reporting – Designing policies for public disclosure and management of audit findings and corrective actions. This will have statewide impact by ensuring public confidence in HCD's stewardship of housing resources and supports informed decision-making by the Legislature, stakeholders, and the public.

C. ROLE IN POLICY INFLUENCE (continued)

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

The CEA will have independent authority to develop and implement audit and accountability policies that affect the entire department and the public at large. Decisions will shape how HCD manages risk, responds to oversight, and ensures program integrity. The CEA will also extensively advise, consult, and collaborate with executive leadership on audit-related legislative and legal matters and represent or support the department in high-stakes interagency and public forums.

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

The CEA will be responsible for both developing new policies and interpreting and implementing existing ones, ensuring HCD's audit and accountability framework remains responsive to evolving risks, legal mandates, and public expectations.

New policy development examples:

Creating a department-wide audit policy standardizing internal audit practices.

Establishing a risk-based audit planning model to prioritize high-risk programs.

Creating a department-wide external audits policy for coordination and collaboration with control agencies and external auditors.

Designing a corrective action escalation policy defining thresholds for executive intervention.

Interpretation and implementation examples:

Translating federal audit requirements into internal procedures and training.

Implementing state-level accountability mandates from statutory control language or legislative audits.

Operationalizing Executive Orders or Governor's initiatives related to transparency or fiscal stewardship.

The CEA will ensure these policies are implemented, monitored, and revised as needed to maintain compliance and public confidence.