

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

2026-02-17

2. Department

Housing and Community Development (HCD)

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

Director's Office

4. CEA Position Title

Chief Operating Officer

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 Director, the CEA - Chief Operating Officer (COO) is responsible for the administrative operations that support the Department's mission. The COO develops, manages, and provides direction and oversight for key administrative and other business operations services within the Department. The COO ensures the development of strategic goals and objectives for the Administration & Management Division, the Organizational Development Division, and the Audits and Accountability Division. The COO develops, recommends, and implements policy related to audit & evaluation, risk management, compliance & governance, organizational & diversity, equity, and inclusion initiatives, budgets, bond management, accounting, human resources, business services, facilities, contracts, procurement, and information technology matters. The COO participates as a member of the HCD Executive Leadership Team.

6. Reports to: (Class Title/Level)

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 proposed CEA, title "Chief Operating Officer" (COO), is responsible for the overall management of the Department's administrative and organizational operations functions and exercises broad policy-making authority over the areas of audits and evaluations; risk management; compliance & governance; organizational development; diversity, equity, and inclusion initiatives; budgets, financial management, including bond management and forecasting; human resources; information technology; accounting; contracts; facilities; procurement; and business services. The COO ensures that all administrative functions are managed according to governing statutes and administrative rules, and are aligned in support of HCD's mission to promote safe, affordable homes and strong vibrant communities throughout California.

As a member of the executive staff, the COO advises the Director, Chief Deputy Director (CDD), and other executive leaders on the Department's administrative and organizational operations matters. The COO participates in the identification of sensitive issues, advises and makes recommendations on proposals, and formulates, implements, monitors, and assesses policies, processes, and strategies to best meet Departmental objectives. The COO participates in the development, implementation, and continual evaluation of the Department's strategic and business planning processes and coordinates inquiries and reviews of Departmental programs and activities.

Meets and negotiates on behalf of the Department with high-level State and Federal officials, including but not limited to: the Governor; Cabinet members; Housing Secretary; California State Legislators; California State Auditor; the U.S. Department of Housing & Urban Development (HUD); and to a lesser degree, various control agencies such as the Department of Finance (DOF), State Controller's Office (SCO), Department of General Services (DGS), Department of Technology (CDT), Department of Human Resources (CalHR), and the State Personnel Board (SPB), etc.

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:

With the current CEA concept, the Deputy Director of Administration and Management oversees and is directly responsible for the central service functions of accounting, fiscal management, contracts, business services, human resources, bond management, and information technology. The Administration and Management Division (AMD) plays an essential role in providing the support necessary for timely and efficient program delivery and meeting the Administration's housing and homelessness goals. AMD ensures that resources are obtained and provisioned to all of the HCD divisions, maintains fiscal accountability, provides financial analysis and planning, protects the rights and obligations of the department through contracting, provides innovative and dependable technology solutions, and works to build and retain a high-performing, talented, and diverse workforce.

In recent years, HCD has grown from 808.5 positions in 2020 to 1,344.3 currently authorized positions. This growth reflects not only an increase in staffing and funding, but also a dramatic expansion in the complexity, urgency, and visibility of HCD's mission — including the administration of multi-billion-dollar housing programs, the addition of the responsibility for delivering the homelessness programs previously managed by the California Interagency Council on Homelessness (CallCH), enforcement of statewide housing laws, and leadership in addressing California's housing and homelessness crisis.

In October 2025, the Legislature approved the Governor's Reorganization Plan (GRP) for the Business, Consumer Services, and Housing Agency (BCSH). This plan will establish the California Housing and Homelessness Agency (CHHA) and the Housing Development and Finance Committee (HDFC). Additionally, CallCH will become an independent business unit within CHHA. HCD be providing the administrative support for these new entities and will be actively participating in implementing the programmatic work of the new HDFC.

To support this transition, a significant amount of the HCD CDD's time and energy will be required and the leadership structure at HCD must be reorganized in order to create the capacity needed. This request moves the oversight of the Organizational Development division and the department's audit functions from the existing responsibilities of the CDD to the proposed COO. The new COO will assume oversight of all administrative functions, including Organizational Development and Audits & Accountability. The new COO will now also report directly to the Director, instead of the CDD. These changes will allow the CDD to focus exclusively on program policy and delivery, supporting the department's expanding leadership needs as it implements the Governor's housing and homelessness goals. The new COO will in turn be able to provide an increased focus on the risk management, control, compliance, and governance processes. This increased focus is intended to lower departmental risk and provide for continued efficient operations.

Not only will the proposed structure provide the necessary capacity for implementing the GRP, but will realign HCD to be reflective of the increased complexity and heightened expectations of responding to the housing and homelessness needs of Californians, allowing HCD to continue to be efficient and effective into the future.

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.

According to departmental records, this CEA position was originally established in or around 1992 at a CEA I level. In or around 1997, the Department submitted a request to CalHR (then the Department of Personnel Administration) to upgrade the position to a CEA II. At the time of the level-change request, the AMD budget was \$4.2 million, the Department's operating budget was \$33 million, and the total Department budget was \$150 million. At that time, the Department had 563.5 budgeted positions.

The AMD is now supporting a department of 1,344.3 established positions, as a result of growth to directly address the lack of affordable housing and reduction of homelessness in the State of California and the Governor and Legislature's interest in addressing this statewide crisis. HCD's fiscal structure is one of the most complex in the State because of the large number of funding sources, fund types, and varied program structures and activities. AMD supports approximately 90 Loan & Grants and about 142 different funding sources. HCD's operating budget is approximately \$388 million annually. Over the last three decades, HCD has provided more than \$3 billion of funding for the development of affordable housing and associated infrastructure. In addition, the AMD budget has grown from \$4.2 million in 1997 to over \$15 million in FY 2019-20, and over \$89 million in FY 2025-26. This represents a substantial increase in funding, level of responsibility, and consequence of error for the Chief Operating Officer to manage. This growth reflects not only an increase in staffing and funding, but also a dramatic expansion in the complexity, urgency, and visibility of HCD's mission — including the administration of multi-billion-dollar housing programs, the addition of the responsibility for delivering the homelessness programs previously managed by CalICH, enforcement of statewide housing laws, and leadership in addressing California's housing and homelessness crisis.

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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 COO position has key policy setting responsibilities and participates as a member of the HCD Executive Staff, which has primary responsibility for the formulation of major departmental policies affecting all programs. This position has the authority to establish and implement policies, systems, procedures and processes that are consistent with laws and regulations across a number of entities, including, but not limited to: CalHR, DOF, SPB DGS, SCO, and the federal government.

The COO:

Is the principal policy maker and is responsible for the overall management of the Department's administrative programs and exercises broad policy-making authority over the areas of audits and evaluations; risk management; compliance & governance; organizational development; diversity, equity, and inclusion initiatives; budgets, financial management, including bond management and forecasting; human resources; information technology; accounting; contracts; facilities; procurement; and business services.

Acts as the principal policy maker with regard to the Department's financial matters, including financial compliance, loan forecasting, bond management, administrative spending limits, FI\$Cal implementation, cost allocation distribution and methodologies for both accounting and budgeting; and resolution of financial audits.

Participates in the identification of sensitive issues, provides advice on risks, risk tolerance, and mitigation, advises and makes recommendations on proposals, and the formulation of policies and strategies to best meet Departmental objectives. The COO monitors compliance and effectiveness with these policies and coordinates inquiries and reviews of Departmental programs and activities.

Leads and sets departmental policy for Risk Management and State Leadership Accountability Act (SLAA) reporting, which require internal control reporting to DOF. The process involves the development and continual review of the Department's administrative policies and procedures including collaboration with executive management team to identify and monitor risks that pose vulnerabilities.

Leads and sets departmental policy for efforts related to strategic planning, performance metrics, business process improvement, and process re-engineering. The COO position has full authority to make high level policy decisions that have broad impact beyond the program area.

C. ROLE IN POLICY INFLUENCE (continued)

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

The COO is a key member of the Department's Executive Leadership Team and has full management authority and responsibility for planning, organizing, implementing, and directing the administrative functions for HCD. This position is responsible for formulating and administering administrative policies, procedures and practices, as well as implementing and monitoring them to ensure compliance. This position is also responsible for possessing the necessary managerial and leadership skills in order to continuously meet and improve administrative goals and objectives, and administrative challenges.

The COO will represent the Department with the Governor's Office, Agency Secretaries, Legislature, DOF, CalHR, CDT, DGS, SCO, and other agencies related to the administrative functions of the department.

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

The COO will be developing and implementing new policy across all administrative areas that impact the effectiveness of the Department in achieving its mission: audits and evaluations; risk management; compliance & governance; organizational development; diversity, equity, and inclusion initiatives; budgets, financial management, including bond management and forecasting; human resources; information technology; accounting; contracts; facilities; procurement; and business services.

The COO also has the responsibility for monitoring, reviewing, and revising existing policy to ensure it stays current with laws, rules, and regulations, is effectively followed, and continues to support the Department's long-term operational goals. The COO will also be responsible for implementing policies created by control agencies and those mandated by the Legislature.