

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

9/22/2026

2. Department

California Department of Aging

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

Division of Administrative Services

4. CEA Position Title

Deputy Director, Admin Services

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

The Deputy Director, Admin Services, is a key member of the executive team and is responsible for oversight and leadership of the Financial Services, Human Resources and Information Technology programs of the California Department of Aging (CDA). As the industry standard expert, the proposed CEA is also responsible for providing policy advice on all administrative, financial, and technology-based issues in partnership with other CDA programs. In addition to providing executive leadership to the CDA, the proposed CEA will develop partnerships with both internal and external stakeholders in the delivery of the CDA's mission to "Lead California's aging network through future-focused planning, equitable programs, and collaborative partnerships that support older adults, people with disabilities, and caregivers" as well as support the Governor's 10-year Master Plan for Aging by providing administrative oversight to CDA's statewide network of 33 Area Agencies on Aging partners, 11 Caregiver Resource Centers, 25 Aging and Disability Resource Connections, 37 Multipurpose Senior Services Programs, 250+ Community Based Adult Services programs, 35 Long Term Care Ombudsman sites that oversee more than 1000 long-term care facilities. Together, this network of aging resources delivers key services including senior nutrition, caregiver support, and legal advice for approximately 8.3 million older adults throughout California.

6. Reports to: (Class Title/Level)

Chief Deputy 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.

Under the administrative direction of the Director and Chief Deputy Director of the California Department of Aging, the proposed CEA is a key member of the Executive Team. The proposed CEA is responsible for the development, implementation, and evaluation of department policies to support the CDA's overall mission, objectives, and organizational plans. This includes helping the department to implement the Governor's ten-year Master Plan for Aging (MPA) to provide an age-friendly California for its 8.3 million older adults. The proposed CEA serves as the CDA's principal advisor on complex organizational and operational issues relating to budget, accounting, local financial operations, human resources, business services, contracts, information technology (IT) and other administrative policies affecting all programs of CDA.

The proposed CEA plans, organizes, directs, implements, evaluates and maintains policy responsibility for all administrative functions of the department to provide critical support to the CDA to achieve its mission, goals, and objectives. The proposed CEA will oversee the Assistant Deputy Director (CEA A), the Human Resources Branch Chief (SSM III), as well as the Information Technology Deputy Director (CEA B).

The programs supported by the proposed CEA are critical not only to advancing the California Department of Aging's (CDA) mission and supporting its workforce, but also to strengthening California's broader Aging Network. This network extends well beyond CDA and includes a diverse group of partners that deliver essential services to older adults, individuals with disabilities, and their caregivers throughout the state.

Key stakeholders include California's 33 Area Agencies on Aging (AAAs) and hundreds of thousands of older adults that rely on Older Americans Act services. In addition, the proposed CEA provides leadership and administrative oversight that supports several statewide programs, including:

- Aging and Disability Resource Connections (ADRCs): ADRCs help older adults, individuals with disabilities, and family caregivers navigate long-term services and support by providing a single, coordinated point of access to information and assistance, including housing, transportation, and community-based services.
- Multipurpose Senior Services Program (MSSP): MSSP provides intensive case management and care coordination to frail, low-income older adults, enabling them to remain safely and independently in their homes rather than entering institutional care.
- Community-Based Adult Services (CBAS): CBAS programs offer daytime health, therapeutic, and social services that promote independence for older adults and individuals with disabilities. These services help prevent unnecessary hospitalizations and delay or avoid placement in nursing facilities by providing safe, supervised care in community settings.
- Long-Term Care Ombudsman Program: The Ombudsman Program investigates and resolves complaints concerning the health, safety, welfare, and rights of residents in nursing homes, assisted living facilities, and residential care facilities. In 2025, the program investigated more than 25,700 complaints. Although the proposed CEA does not oversee the investigative functions of the program, the position provides essential administrative leadership and operational support to ensure the program has the resources, infrastructure, and organizational support necessary to carry out this critical work effectively. Further, any outcomes because of the investigation that are administrative in nature, may require the expertise of the proposed CEA's recommendations for resolution.

Through oversight of these and other key initiatives, the proposed CEA helps ensure that California's Aging Network operates efficiently, collaboratively, and in alignment with CDA's mission to improve the quality of life for older Californians, adults with disabilities, and their families.

The Aging Network is vast and tasked with delivering key services as mentioned before including senior nutrition, caregiver support and legal advice in order to meet the over 8 million aging adults over 60 who will at some point in their lifecycle need assistance as they age with safety, housing, and food security options. As demonstrated above, the proposed CEA will provide policy support and leadership to these crucial programs to ensure limited breakdown in the chain of services to the aging population of California through the Aging Network.

The demand for aging services in California is expected to grow significantly. The Public Policy Institute of California projects that by 2040 there will be 38 adults age 65 and older for every 100 working-age adults—a 63 percent increase from 24 per 100 in 2020. This demographic shift underscores the need for innovative, efficient, and sustainable service delivery models. Supporting older adults to stay healthy and remain safely in their homes for as long as it is appropriate not only improves quality of life but is also generally more cost-effective than institutional care. Early access to community-based services can delay the need for more intensive, 24-hour care, resulting in better outcomes for individuals and more effective use of state resources.

The proposed CEA will provide the strategic leadership necessary to work collaboratively with CDA and the Aging Network to identify opportunities that improve service delivery, increase operational efficiency, and maximize the impact of California's aging services system.

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: Every program, mission, goal as well as all CDA staff are impacted by the Administrative Division's delivery of services. From overseeing the budgetary and accounting management process to contract development and implementation, to developing policies on employee conduct and expectations of performance supports departmental leadership in the delivery of business efficiently and fluidly through engaged staff. Further, IT plays a key role in this due to the technical nature of interacting with all stakeholders throughout California in the delivery of CDA's mission and the subsequent protection of that confidential information shared with our stakeholders. IT is currently working to enhance and expand CDA's data footprint which will drive CDA's focus to make data-informed decisions for the aging population. This directly relates to the California Health and Human Services Agency's mission for the use of data. Lastly, CDA is focused on delivering the expected changes put forth in the SB 1249 and the Master Plan for Aging. This is work that is reviewed and assessed on a global scale. The federal administration modeled their own Master Plan for Aging after California.

The proposed CEA will have a direct role in all facets of directing the future of CDA to meet these missions, goals and expectations.

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.

California is the nation's most populous state, with nearly 39 million residents, and is home to the largest population of older adults in the country. By 2030, the number of Californians aged 60 and older is projected to reach nearly 10 million people. This demographic shift significantly increases the demand for coordinated, accessible, and sustainable aging services.

Ensuring that older adults can safely remain in their homes and communities for as long as appropriate improves quality of life while reducing costs for families and the state. Delivering these services is particularly challenging in California's rural counties, many of which have among the state's highest concentrations of older adults. Meeting the needs of these geographically dispersed communities requires thoughtful resource allocation, sound administrative policies, and strong fiscal stewardship.

As CDA's executive leader for administrative operations, the proposed CEA will play a critical role in developing policies, financial strategies, and operational frameworks that support programs delivered through California's Aging Network. The position will work closely with Department leadership to ensure resources are aligned with CDA's mission while balancing effectiveness, efficiency, and fiscal responsibility in an increasingly constrained budget environment.

The proposed CEA will also provide strategic leadership in implementing SB 1249, which requires CDA to modernize the state's aging services system. Among its most significant responsibilities, SB 1249 directs CDA to establish statewide program standards, performance measures, and a new funding methodology for the AAAs, the first comprehensive review of these expectations in more than 50 years.

Changes to funding and accountability structures will directly affect AAAs and other Aging Network partners and require careful planning, collaboration, and communication. The proposed CEA will provide essential executive leadership to guide these efforts, navigate competing interests, support organizational change, and ensure implementation advances CDA's strategic priorities while maintaining strong partnerships across California's Aging Network.

This proposal includes the movement of the Information Technology Division to fall under the proposed CEA. This move is intended to provide the ITS with the leadership needed to advance the program's initiatives and to help strengthen the Administrative Services Division's response to the changing needs of the aging adults through the growing use of technology and CDA's internal needs to deliver these services. Although ITD previously resided at the third organizational level, it operated largely as a standalone program. Realigning ITS within the department's organizational structure will improve internal alignment, strengthen cross-divisional coordination, and provide more comprehensive support for the continued growth and development of the ITD program. Historically, aging adults are technologically aware and able to use technology for their basic needs such as texting family, accessing financial institutions and other daily usages. However, there exists a distinct gap in their usage of new technology. The ITD will continue to grow the use of software systems to disseminate information to the Aging Network, however, the ITD must develop technology programs that are tailored to the needs of older adults due to the technology gap. The proposed CEA will assist with this undertaking to further the CDA's impact on the aging citizens of California. Getting information from CDA through the Aging Network and into the hands of the aging adults of California is a significant challenge and one that is directly connected to SB 1249's mandates.

The addition of the ITD to the reporting structure supports the progression from a Level B to Level C because it materially expands the scope and complexity of the position's managerial and program administrative responsibilities. The expanded reporting structure associated with a Level C reflects a broader management role in which the incumbent has substantial responsibility for coordinating and controlling multiple divisions and integrating their activities toward common program and organizational objectives. Managing an additional division increases the breadth of organizational responsibility and requires the incumbent to reconcile priorities, allocate resources, establish consistent administrative direction, monitor performance, and coordinate activities across organizational units. Consequently, a Level B does not fully capture the scope of the position because it describes broad program management with substantial participation, whereas the expanded assignment requires substantial responsibility for the coordinated management of multiple organizational components and functions.

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.

SB 1249 outlines the need to establish performance and accountability measures and to conform to new federal regulations, define core programs and services, align funding formulas with equity, improve governance structures and establish timeframes for stakeholder engagement. The intent of SB 1249 is to align federal and state resources to support older adults with the greatest social and economic needs. Assessment of the AAA network and funding priorities has not occurred in 30+ years. Legislature and stakeholders agree that resources need to be realigned, but there have been challenges with reaching consensus on a methodology to redistribute finite dollars to meet the growing needs. The proposed CEA provides executive oversight of the Department's financial programs and funding methodologies. The position will play a key role in developing funding formulas that align with the requirements of SB 1249 and federal law while working collaboratively with local Aging Network stakeholders to build consensus, strengthen partnerships, and support effective implementation.

The AAAs are responsible for working with the department to implement the provisions of SB 1249. To get there, contracts and memorandums of understanding must be developed through the proposed CEA's financial program and naturally, these contracts are monitored and administered as well. Any contract issue that conflicts with the efficient delivery of services must be resolved by the proposed CEA and the Finance CEA A to ensure that the goals of SB 1249 are met and that older adults are provided with the quality of services that are expected.

As stated before, prior to SB 1249, AAAs were established and designated indefinitely and then tasked with delivery of services. SB 1249 put into motion a review process that ensures the internal aspects of the AAA meet the needs and expectations of older adults through the strengthening of performance and fiscal standards. These standards are developed under the guidance of the proposed CEA. The first AAA to be decertified occurred this past year and the proposed CEA had a major role in the decision to decertify and further assess how the material weaknesses unfolded and what changes to the contracts must be implemented to ensure that these failures are not repeated.

Further, the proposed CEA will continue to be a champion and promote the development of guidance and resources to local programs in addressing the impact of the "Missing Middle" in California. These are older adults, or their caregivers, who either do not meet the income levels to receive program benefits and cannot afford the programs out of pocket, or who simply do not seek the program benefits due to difficulty or lack of knowledge. The CEA will support the enhancement and expansion of CDA's website and information sharing to expand the availability of information and assistance across California. Institutional costs to house older adults are ten-fold as compared to providing services that enable older adults to remain in their homes with dignity. The proposed CEA will work extensively with the CDA programs and Office of Communications to develop and expand policies, messaging, and information dissemination that get resources efficiently to the "Missing Middle" population.

All financial resources provided to the Aging Network are administered through the Administrative Services' Finance Branch. This represents approximately \$400 million.

Fiscal and data communication between the aging network and CDA is through information technology systems either created by CDA staff or managed and maintained by CDA staff. These systems are administered by CDA's ITS, which the proposed CEA oversees. The data collection and movement of financial information through these systems have a direct connection to the delivery of resources in the most efficient manner for business today. These systems must maintain confidentiality, adhere to State and federal compliance requirements, and protect the data being shared. As SB 1249 focuses on efficiency and effectiveness of the AAA program services, CDA must also ensure its internal programs meet the same quality of standard. The proposed CEA is responsible for this oversight.

Technology, including artificial intelligence, digital services, and data-driven decision-making, has become integral to how California delivers public services. However, many older adults continue to face significant barriers to accessing these new technologies due to limited digital literacy, cognitive challenges, language barriers, geographic isolation, or lack of reliable internet access.

To ensure equitable access to aging services, information and technology must be designed with accessibility and usability in mind while providing multiple pathways for individuals and caregivers to obtain critical resources. The proposed CEA will provide executive leadership to advance strategies that bridge the digital divide, promote digital inclusion, and ensure services are accessible to California's diverse aging population.

Expanding access to information and community-based services enables older adults to remain safely and independently in their homes for as long as appropriate, improving quality of life while reducing reliance on more costly institutional care. Ensuring these resources reach those who need them most is essential to advancing CDA's mission and delivering equitable, cost-effective services statewide.

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 executive team, the proposed CEA is a partner in all policy development. The proposed CEA participates in all discussions and decision-making scenarios for issues that arise at CDA and within the vast Aging Network. As the industry expert on administrative policy and resource management, their participation is critical.

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

Both. As California's population ages and the needs of older adults continue to evolve, the proposed CEA will provide executive leadership in developing and implementing policies that respond to changing demographics, emerging best practices, and evolving industry standards. These policy recommendations will help ensure CDA's programs and operations remain effective, equitable, and responsive to the needs of California's aging population.

The policies developed and implemented by the proposed CEA will have broad organizational and statewide impact, influencing CDA employees, Aging Network partners, caregivers, community-based organizations, older adults, and their families. Given the scope and significance of these responsibilities, the proposed CEA is essential to shaping the Department's administrative and operational policies and advancing CDA's mission.