

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

9/29/2021

2. Department

California Department of Social Services (CDSS)

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

Housing and Homelessness Division

4. CEA Position Title

Housing Program Policy and Quality Assurance Branch Chief

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

The Housing Program Policy and Quality Assurance (HPPQA) Branch is part of the proposed Housing and Homelessness Division. The branch is responsible for all aspects of policy development, implementation and evaluation of policies and procedures related to seven CDSS programs pertaining to housing support and prevention of homelessness. The Chief is responsible for the development and oversight of major initiatives including: The CalWORKs Homeless Assistance Program, The CalWORKs Housing Support Program, The Bringing Families Home Program, The Home Safe Program, The Housing and Disability Advocacy Program, Project Roomkey, and The Community Care Expansion Program.

6. Reports to: (Class Title/Level)

Exempt, Deputy Director

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 is not a direct member of the Executive Management Team, but will have frequent contact and provides consultation to the Directorate.

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 Housing Program Policy and Quality Assurance (HPPQA) Branch Chief is responsible for program development and oversight of statewide housing programs funded by the CDSS. The Branch oversees seven CDSS funded housing programs with combined funding totaling over \$2 billion. These programs assist children, families, and individuals experiencing homelessness or housing instability who are served by various local administrative entities. These include: CalWORKs, Child Welfare Services, Adult Protective Services, Behavioral Health departments, county general assistance/general relief programs, disability benefits programs, and tribal governments. The Branch Chief provides policy planning, development, implementation and program goals and objectives to ensure the effective development and operation of housing support and homelessness prevention.

Duties for this CEA include and are not limited to:

1. Oversees and directs the development and implementation of statewide policies, procedures and processes for all seven CDSS programs pertaining to housing and homelessness prevention. Serves as the primary advisor to the CDSS Executive Staff on all state and federal matters pertaining to these programs.
2. Develops specific policies for the following functions: engaging stakeholders, administering state funding, evaluating grantee proposals, developing and disseminating program guidance, providing strategic technical assistance, and monitoring and evaluating programming for continuous quality improvement.
3. Plans, organizes and directs the development, application, and uniform implementation of state legislative and regulatory changes for the existing CalWORKs Homeless Assistance program, the CalWORKs Housing Support Program, the Housing Disability and Advocacy Program, and Project Roomkey.
4. Collaborates with The Legislature, Congress and affected organizations at all three levels of government as well as with affected nongovernmental organizations, such as welfare and housing advocacy groups on legislative and policy issues.
5. Represents CDSS externally to all government and nongovernmental organizations on housing and homelessness prevention policy.
6. Collaborates with the Homeless Coordinating and Financing Council and other state partners on the strategic plan to end homelessness throughout the state.
7. Monitors a budget of over \$2B and multiple contracts with County Welfare Departments, tribal entities, consultants and evaluators. Organizes the Branch and allocates resources to accomplish strategic objectives in the most efficient manner in accordance with sound management principles.
8. Provides administrative oversight and direction to Branch staff, including and not limited to: adherence to all CDSS policies and procedures, mandatory training, expectations and documentation of all developing policies and procedures.

**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 Housing Program Policy and Quality Assurance (HPPQA) Branch is critical to the CDSS mission to serve, aid and protect needy and vulnerable children, families and individuals. The Branch assists thousands of low-income families and individuals in California with safe housing options and ensure that individuals applying, receiving, or who have received CDSS aid or services are served with dignity. The seven programs overseen by the Branch each play a unique but critical role in the state's effort to end homelessness.

Project Roomkey was established in March 2020 as part of the state response to the COVID-19 pandemic. The purpose of Project Roomkey is to provide non-congregate shelter options for people experiencing homelessness, protect human life, and minimize strain on health care system capacity.

The CalWORKS Homeless Assistance program was established to help families in the CalWORKS program meet the costs of securing or maintaining permanent housing or to provide emergency shelter when a family is experiencing homelessness. The program serves eligible CalWORKs recipients or apparently eligible CalWORKs applicants, who are homeless or at risk of homelessness.

The CalWORKs Housing Support program was established in 2014 and provides housing support, including rental costs to eligible CalWORKs recipients who are experiencing homelessness or housing instability that would be a barrier to self-sufficiency or child well-being.

The Bringing Families Home program was established in 2016 to reduce the number of families in the child welfare system experiencing or at risk of homelessness, to increase family reunification, and to prevent foster care placement. It assists local communities in addressing homelessness and requires a coordinated approach.

The Housing and Disability Advocacy Program was established in 2018 and offers assistance in applying for disability benefit programs and offers housing supports to individuals who are disabled and experiencing homelessness.

The Home Safe Program was established in 2018 to support the safety and housing stability of individuals involved in Adult Protective Services (APS) by providing housing-related assistance using evidence-based practices for homeless assistance and prevention.

The Community Care Expansion Program was announced in 2021 and provides \$805M over a three-year period to counties and tribes for the acquisition, or rehabilitation, or construction of Adult and Senior Care Residential Facilities (ARF), Residential Care Facilities for the Elderly (RCFEs) and Residential Care Facilities for the Chronically Ill (RCFCIs).

**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 Budget Act of 2021 appropriated a historic and significant total of over \$2 billion for the CDSS to provide grant funds to counties and tribes to establish, continue, and expand housing and homelessness assistance through the CalWORKs Housing Support Program (HSP), Bringing Families Home (BFH) Program, Housing and Disability Advocacy Program (HDAP), Home Safe Program, and Project Roomkey (PRK) and Rehousing Strategy. This represents a significant expansion and necessitates the need for the Housing and Homelessness Branch, formerly a part of The Family Engagement and Empowerment Division (FEED) to become its own division in order to successfully implement these programs. The proposed Housing and Homelessness Division would be composed of two branches: (1) the Housing Program Policy and Quality Assurance (HPPQA) Branch as well as (2) the Housing Systems, Admin, Integration and Data (HSAID) Branch. The request below summarizes the request for the Housing and Homelessness Program and Policy Branch CEA position.

Specifically, the following operational changes have occurred:

1. Significant increased investment in Housing and Homelessness programs, as follows:

CalWORKS Housing Support Program	\$ 380 M	Expansion Funds
Bringing Families Home Program	\$185 M	Expansion Funds
Housing and Disability Advocacy Program	\$300 M	Expansion Funds
Home Safe	\$185 M	Expansion Funds
Project Roomkey and Rehousing Strategy	\$150 M	Expansion Funds
Community Care Expansion	\$805 M	New Program
TOTAL Expansion Funds	\$2.005 Billion	
TOTAL Funds including ongoing appropriations	\$2.266 Billion	

2. Adoption of the strategic Action Plan for Prevention and Ending Homelessness in California, in which the Program Policy and Quality Assurance Branch will play a key role. There is an increased request for for Interdepartmental and departmental housing and homelessness partnerships, technical assistance and capacity building with county and tribal partners.

3. The Covid-19 pandemic has made homelessness an even more significant priority for the state and for the Health and Human Services Agency, highlighting the decrease in affordable housing options and the need for a systemic response. There have been significant investments in homelessness since the start of the pandemic, which invite the need for critical stewardship of resources, greater accountability, and greater transparency.

4. Increased partnerships with county social services agencies. In addition to program and policy development, the Branch has been increasingly asked to serve as a statewide homelessness technical assistance provider to all of California's social services agencies.

5. The department has undergone a reorganization to better ensure equity across programs and divisions. Given the change, the Housing and Homelessness Branch will now become a division. Given the increased need to integrate housing across programs, this change will allow for continued focus to integrate housing within the department and support collaboration across housing programs in the state.

### **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 Housing Program Policy and Quality Assurance (HPPQA) Branch must develop, implement and maintain statewide policies and procedures for housing programs created by the Legislature. The Branch Chief will set program goals and implement policy within a complex and evolving environment engaging stakeholders, welfare advocates, housing advocates, county welfare departments, and legislative staff.

The Branch Chief's statewide policy development process and implementation for the programs include:

1. Setting policy regarding program structure and design: This will impact how grantees at the local level implement the programs, how they integrate them with existing social service and safety net programs, and which populations are prioritized
2. Setting policy regarding allocation methodology for program funding: This will impact the distribution of program funding across the state with an eye towards geographic equity and building service capacity in rural communities and communities with limited resources.
3. Setting policy regarding qualifications for grantee awards: This will ensure that funds are awarded on an equitable basis and will support grantees in outlining robust and well-resourced project proposals.
4. Setting policy on what types of funds, or activities, can be used to provide the required county match: This will ensure that the programs are administratively feasible at the local level and that grantees are invested in program success. This will also help ensure that under-resourced communities have adequate opportunities to provide Match options.
5. Setting policy regarding performance outcomes and how they will be measured: This will impact how we determine program effectiveness and assess progress against the state's Action Plan to Prevent and End Homelessness in California.
6. Setting policy for improving performance through technical assistance: This will enable us to provide continuous quality improvement and build service capacity at the local level.
7. Setting policy for how to align programs with statewide housing initiatives: This will ensure that state and federal funds are being used strategically and that progress is being towards the longer-term goal of ending homelessness in California.

Studies indicate that homelessness increased the likelihood of chronic illness, lower education, recidivism into jails and prisons and increased dependence upon the more expensive foster care system. Successful deployment of programs will provide better outcomes for currently homeless families, provide missing stability and allow access to available services to maintain their independence.

The California Legislature continues to make considerable investments to address the state's housing and homelessness crisis, with the investments overseen by several state departments and agencies. For these investments to provide maximum impact, CDSS resources and leadership are needed to ensure these programs are integrated and utilized in a client-centered manner.

**C. ROLE IN POLICY INFLUENCE (continued)**

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

The Housing Program Policy and Quality Assurance (HPPQA) Branch has primary responsibility for prioritizing and developing policies for all housing programs administered by the CDSS to combat and prevent homelessness. To ensure policies are appropriate and can be implemented, the Branch Chief must consider the new and/or revised state and federal legislation and budgeting needs as well as incorporate timely feedback from stakeholder groups, consumers, providers, local, state, and federal governmental entities and must effectively communicate these policies to the local County Welfare Departments, tribal governments, and other grantee local agencies.

The Branch Chief will provide critical briefings to the Directorate on highly critical and sensitive issues related to housing and homelessness. Additionally, the Branch Chief will have regular communication with members of the Legislature and/or their staff, the Department of Finance, California Department of Housing and Community Development, the Health and Human Services Agency, the County Welfare Directors Association (CWDA), the media, housing and homelessness advocates, and congressional staff.

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

The CEA will both develop and implement new policy and interpret and implement existing policy. The state has recently increased funding for the the Housing Support Program, the Bringing Families Home Program, the Home Safe Program, the Housing Disability and Advocacy Program, Project Roomkey. The state has authorized the creation of a new program, which is Community Care Expansion. Many of these programs will require collaboration and matching funds between the Department and various county participants. The CEA will also help oversee program performance including evaluations that will help inform program design and future strategies.