



BUSINESS, CONSUMER SERVICES AND HOUSING AGENCY STRATEGIC PLAN 2023-2026





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ABOUT **BUSINESS, CONSUMER SERVICES AND HOUSING AGENCY**

With more than 7,800 employees and a \$7.6 billion department-wide operating budget, the California Business, Consumer Services and Housing Agency (BCSH) is responsible for fostering a thriving, equitable and inclusive California.

Through our oversight and support of 12 entities, including 36 boards and bureaus, BCSH funds and facilitates the preservation and expansion of safe, affordable housing; advances statewide collaborative efforts to prevent and end homelessness; licenses and regulates over 4 million professionals, businesses, and financial services; and safeguards and enforces California's civil rights laws.

At BCSH, we are partnering with local, state, and federal leaders to solve some of the most complex issues impacting the lives of Californians—particularly those in our communities most vulnerable to destabilizing economic forces and persistent income and racial inequality. Moving with purpose and urgency, and coordinating carefully with our partners, we are reimagining California's future.



ENTITIES UNDER BCSH



ALCOHOLIC
BEVERAGE CONTROL
APPEALS BOARD

ALCOHOLIC
BEVERAGE CONTROL
APPEALS BOARD
(ABCAB)



CALIFORNIA CIVIL RIGHTS
DEPARTMENT (CRD)
FORMERLY KNOWN AS THE DEPARTMENT
OF FAIR EMPLOYMENT AND HOUSING



CANNABIS
CONTROL
APPEALS
PANEL

CANNABIS CONTROL
APPEALS PANEL (CCAP)



CALIFORNIA HORSE
RACING BOARD (CHRB)



CALIFORNIA HOUSING
FINANCE AGENCY
(CALHFA)



California
Interagency Council
on Homelessness

CALIFORNIA
INTERAGENCY COUNCIL
ON HOMELESSNESS
(CAL ICH)



DEPARTMENT OF
ALCOHOLIC BEVERAGE
CONTROL (ABC)



Department of
Cannabis Control
CALIFORNIA

DEPARTMENT OF
CANNABIS CONTROL
(DCC)



CALIFORNIA DEPARTMENT OF
CONSUMER
AFFAIRS

DEPARTMENT OF
CONSUMER AFFAIRS
(DCA)

DFPI

DEPARTMENT OF FINANCIAL
PROTECTION & INNOVATION

DEPARTMENT
OF FINANCIAL
PROTECTION AND
INNOVATION (DFPI)



DEPARTMENT OF
HOUSING AND
COMMUNITY
DEVELOPMENT (HCD)



DEPARTMENT OF
REAL ESTATE (DRE)



MESSAGE FROM THE SECRETARY

Since March 2020, I have had the privilege of leading the Business, Consumer Services and Housing Agency (BCSH) as a member of Governor Newsom's Cabinet. This experience has given me first-hand knowledge about the many ways our Agency impacts Californians where they live, work, and play. We have worked together through unimaginable challenges responding to crisis after crisis, while investing in the future of all Californians.

BCSH's work has resounding impact through the policy areas we shape, the professions we license, and the industries we regulate. BCSH has played a key role implementing the Governor's vision and response to the pandemic—administering the largest rental relief effort and recovery package, including fee waivers for professional and business licensees. Our Agency contributes to a flourishing California and the state's strong economy by implementing the Administration's bold initiatives—from safeguarding civil rights to expanding housing opportunities to creating inclusive economic growth and advancing equity to improve all Californians' quality of life.

Our 12 entities and over 40 boards and bureaus align toward a simple vision: *To create a thriving and equitable California where people have access to safe and affordable housing, consumers are protected, and civil rights are safeguarded.* This vision is the cornerstone of the Business, Consumer Services and Housing Agency's 2023-2026 Strategic Plan.

In collaboration with many internal and external partners, we launched a thoughtful planning process that resulted in an actionable roadmap to achieve our vision. Our strategic plan consists of five interconnected rings. Each element is linked to strengthen our efforts across the many facets of Californians' lives.

These five rings of equal importance include:



While strategic planning development began prior to September 2022, the publication of this plan and the embedding of equity fulfills the requirements of Executive Order N-16-22 and advances the shared vision of a California for all. “Equality” is providing everyone the same, equal treatment. By contrast, “equity” creates paths to equal outcomes by recognizing that some people and communities have unequal starting points driven by different histories, historical treatment, circumstances, strengths, and needs. Advancing equity supports equal outcomes and shared prosperity so all Californians may lead healthy and thriving lives. Additionally, equity supports the administration’s ability to successfully serve all Californians, by ensuring no Californian is left behind.

Together, we have advanced meaningful efforts to create a more inclusive workforce and workplace, establish people-centered programs and policies, and meaningfully engage communities. This plan furthers our commitment to prioritizing equity through the creation of an Agency-led Community of Practice that enables us to holistically embed equity, access, and inclusion principles in our policies, programs, and actions.

Thank you to the many partners—including Agency staff, department leadership, interagency colleagues, and community partners—for shaping this strategic plan. I look forward to continuing to work with you to create a thriving California for all.

In partnership,

Lourdes M. Castro Ramírez, MA

PURPOSE OF THE PLAN

BCSH ENGAGED IN A STRATEGIC PLANNING PROCESS TO ASSESS, PLAN, AND CREATE A NEW VISION FOR OUR FUTURE THAT EMBODIES OUR COMMITMENT TO SERVE, PROTECT, AND SUPPORT ALL CALIFORNIANS.



VISION

A thriving and equitable California where people have access to safe and affordable housing, consumers are protected, and civil rights are safeguarded.



MISSION

BCSH provides strategic oversight, leadership, and coordination of 12 state entities that advance policies, regulations, and programs to protect consumers, promote and preserve affordable housing, prevent and end homelessness, and safeguard civil rights.



VALUES

Accountability
Collaboration
Equity
Leadership
Service

BCSH STRATEGIC PLAN GOALS 2023-2026



GOAL 1 PROMOTING AFFORDABLE HOMES FOR ALL

Like many communities across the nation, California is facing an affordable housing crisis that has been decades in the making. BCSH is confronting this crisis with comprehensive regulatory tools and financial investments to preserve affordable housing and expand housing opportunities in an equitable manner, ensuring that every Californian, no matter who they are or where they live, has a safe, stable, and affordable home.

This goal aims to promote policies that expand housing access and affordability in an equitable manner by increasing housing production and preservation, strengthening accountability, reducing development timelines, and coordinating housing systems through the Department of Housing and Community Development, California Housing Financing Agency, and the Department of Real Estate.

Objectives:

1. Advance and lead interagency collaboration efforts to address barriers to housing development, encourage affordable housing investments in neighborhoods of opportunity, and create climate-friendly homes near amenities and services.
2. Inspire people to say “yes” to housing in their neighborhoods and share best practices in housing development, including innovative and efficient financing and construction methods.
3. Promote policies that affirmatively further fair housing to avoid discrimination and undo patterns of segregation, and to create greater access and integration.
4. Continue to partner with national, state, regional, tribal governments and local partners to remove barriers to housing production and accelerate the creation and preservation of housing.



GOAL 2 PREVENTING AND ENDING HOMELESSNESS

To end homelessness, everyone must be part of the solution. BCSH is committed to leading a cohesive and integrated interagency approach to addressing the root causes of homelessness and developing comprehensive and compassionate solutions for Californians at risk or experiencing homelessness, including in those communities that are disproportionately affected by homelessness.

This goal aims to bolster leadership, embed equity and increase efforts to strengthen and align efforts across California to ensure homelessness is rare, brief, and nonrecurring, specifically through the California Interagency Council on Homelessness.

Objectives:

1. Foster an all-of-government approach and implement the Statewide Action Plan for Preventing and Ending Homelessness with a focus on lived experience, equity, and cross-sector collaboration.
2. Continue to partner with federal, state, tribal, local and philanthropic partners to promote a holistic approach to preventing and ending homelessness.
3. Promote replication of promising practices by creating a shared understanding of underlying root causes of homelessness and build capacity in all communities for Californians to champion interim and supportive housing and person-centered services in their neighborhoods.
4. Measure our progress and strengthen accountability of state and local efforts to implement evidence-based person-centered solutions, including equity measures, to reduce unsheltered homelessness and increase placements into permanent affordable housing.



GOAL 3 PROTECTING CONSUMERS

BCSH is committed to protecting consumers through licensing and regulating over 4 million professionals, businesses, and financial services—supporting job creation and improving the economic well-being of Californians.

This goal aims to embed equity by ensuring that Californians are informed, empowered, and protected through enhanced oversight and support of the lead regulatory entities working to protect consumers, including the Department of Consumer Affairs with 36 boards and bureaus, the Department of Alcoholic Beverage Control, the Alcoholic Beverage Control Appeals Board, the California Horse Racing Board, the Department of Financial Protection and Innovation, the Department of Cannabis Control, the Cannabis Control Appeals Panel, and the Department of Real Estate.

Objectives:

1. Facilitate coordination between departments involved in licensing, regulation, education, and enforcement to better serve professional and business licensees and protect consumers across the diversity of California's communities.
2. Foster increased interagency collaboration to promote economic opportunity and a thriving workforce for all of California's communities.
3. Promote education and engagement with the public so consumers from the diversity of California's communities are well informed.



GOAL 4 SAFEGUARDING CIVIL RIGHTS AND ADVANCING EQUITY

BCSH is committed to upholding civil rights and advancing diversity, equity, inclusion, and accessibility through our policies and programs to combat hate and discrimination, create access to state programs, and promote healthy and thriving California communities.

This goal aims to advance racial equity and uphold civil rights by embedding equity in policies and programs, promoting awareness of and compliance with anti-discrimination laws, and advancing anti-hate initiatives through the California Civil Rights Department.

Objectives:

1. Increase awareness and enforcement of anti-discrimination laws and anti-hate initiatives to protect and uphold the civil rights of all Californians.
2. Consult and partner with tribal governments to improve access and utilization of state programs.
3. Lead an Agency Community of Practice committed to diversity, equity, inclusion, and accessibility that enables Agency departments to build knowledge, commit to continuous learning, and advance equity through organizational and programmatic improvements.
4. Create an Equity Action Plan that incorporates data and inclusive practices to embed equity in policies and programs and address barriers to accessing state programs for under-resourced communities.



GOAL 5 STRENGTHENING ENGAGEMENT AND OPERATIONAL EXCELLENCE

Our greatest strength at BCSH is our people. BCSH continues to support our team through improving processes and creating an inclusive workforce and workplace. Our commitment to inclusion encompasses meaningful partner and community engagement to better serve all Californians.

This goal aims to ensure an efficient, effective, and people-centered approach to staff development, internal and external communications, and the implementation of policies, programs, and regulations.

Objectives:

1. Build organizational excellence and a positive culture that empowers employees to enhance recruitment and retention, and to promote workplace respect, inclusiveness and professionalism.
2. Enhance Agency-wide processes and share best practices to promote consistency across departments and government effectiveness.
3. Create secure digital collaboration platforms and data sharing portals to enhance Agency-wide communications and promote knowledge sharing.
4. Strengthen Agency-wide communications to build bridges between consumer services, housing, homelessness, and civil rights policy to improve outcomes and increase awareness of resources to support the diverse communities we serve.



STRATEGIC PLANNING PROCESS

To understand the environment in which the Agency operates, identify factors that could impact the Agency's success in carrying out its regulatory duties, and consistent with Executive Order N-16-22, BCSH with assistance from the Department of Consumer Affairs' SOLID Unit conducted an environmental scan of the Agency's internal and external environments by collecting information through the following methods:

- **External Partners**—Online survey conducted December 2021 through January 2022.
- **Interagency Partners**—Online survey conducted January through February 2022.
- **Leaders of Agency Departments**—Telephone interviews and online survey (based on preference) conducted January through March 2022.
- **Agency Management/Staff**—Telephone interviews and online survey conducted January through March 2022.

The most significant themes and trends identified from the environmental scan were discussed by Agency staff during a strategic planning session facilitated by SOLID throughout the spring and summer of 2022. This information guided the Agency in the development of its strategic objectives outlined in this 2023-2026 Strategic Plan.

BCSH will continue to meaningfully engage with communities throughout implementation and subsequent amendments may have been made after the adoption of this plan.

Thank you to the Office of Governor Gavin Newsom for their partnership in the development and implementation of this Strategic Plan.



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