

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

2. Department

Department of Developmental Services

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

Office of Leg and Regs, Community Engagement, and Communications/Office of Communications

4. CEA Position Title

Assistant Deputy Director, Office of Communications

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

The Assistant Deputy Director, Office of Communications, will provide policy direction, proactive communication strategies, and advice to the directorate and executive staff in the Department of Developmental Services (DDS) on external and internal communications, media relations, social media, public outreach, and education to maximize awareness and accessibility of DDS programs and policy goals that are respectful of the diversity of the community. The position will implement a strategic communication plan for outreach and to inform the public on California's developmental disability services system and provide executive level coordination and collaboration on external communications and media matters with the Governor's Office, the California Health and Human Services Agency (CalHHS), other state departments, and regional centers (RCs).

6. Reports to: (*Class Title/Level*)

Deputy Director, Office of Leg and Regs, Community Engagement, and Communications

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.**

Serve as the principal policy maker and provide strategic leadership related to communications/media relations (websites, social media, branding, public information dissemination, etc.) in support of DDS' mission and programs. Develop and implement a strategic communication plan for DDS, including planning, organizing, and directing the news and outreach functions to engage the public and ensure that they are fully informed of the relevant policies and programs of DDS. Develop communication models and a branding strategy that inform the public about DDS' programs. Develop policies and draft communication guidelines and appropriate content for press releases and media advisories to increase public awareness and outreach activities for consumers, family members, community services providers, and the public. Develop educational and informational materials related to DDS programs and create a strong online media presence through a variety of channels including videos, webinars, websites, and social media. Develop guidelines and strategies to ensure cultural and linguistic appropriateness, the use of plain language, and Americans with Disabilities Act (ADA) compliance for DDS materials, especially those shared on the DDS website or via email. Ensure that all external communications and message development reflect the vision, guiding principles, and policies of DDS. Coordinate all communication policies and messaging with CalHHS staff and ensure consistency with the CalHHS Guiding Principles and Strategic Priorities. Lead and direct public messaging for DDS and the RCs during high-profile events and emergency situations.

Serve as primary spokesperson and liaison for DDS on all media and press related activities related to California's developmental disability services system and DDS programs. Provide policy direction and oversee all media relations and serve as the primary point of contact for all press inquiries and outreach. Develop talking points and coordinate the handling of issues and policies pertaining to the media that are highly sensitive, controversial, and complex and subject to a high degree of scrutiny by the public, the media, and the Legislature. Develop and maintain critical partnerships with the media, other state departments, RCs, and others to further shared media advocacy goals. Represent DDS before special interest groups on DDS programs and coordinate public outreach related to DDS programs targeting disability and consumer advocates, community service provider organizations, other public agencies RCs, consumers, and their families. Promote positive recognition of DDS' programs, policies, services, and initiatives in responding to all media. Prepare reports for CalHHS regarding media involving DDS programs and services.

Provide policy direction and advice to the directorate, executive staff, state-operated facility managers, and other senior managers on external and internal communication policies, media relations, social media, and public outreach, and education. Provide advice and consultation to the directorate and executive staff on the media and public relations impact of DDS departmental programs and initiatives. Coordinate and schedule meetings and speaking engagements for the directorate and executive staff. Draft and/or review executive staff testimony and speeches to be provided at legislative hearings, stakeholder work groups, and other public events. Coordinate with subject matter experts across DDS to ensure accurate and detailed information is presented consistently using person-centered planning principles and culturally sensitive language and materials in advancing DDS goals and objectives. Plan and coordinate DDS events that feature the Governor, the Secretary of CalHHS, and/or the Director. Distribute relevant media news and information to the directorate and executive staff.

Work with the Office of Community Operations and other program divisions regarding requests from the public about DDS' programs and services. Work with the Office of Legal Affairs to respond to Public Records Act requests in a timely manner and oversee responses to inquiries sent through DDS' Internet Home Page. Work with the Office of Service Access and Equity to ensure cultural and linguistic appropriateness, the use of plain language, and ADA compliance for DDS materials, especially those shared on the DDS website or via email. Work with the Office of Research regarding data and information provided to the public to protect privacy and deidentification when necessary. Draft and/or review responses for information/data requests from the Legislature, the Office of the Governor, CalHHS, media, and the public on current issues and activities involving DDS. Coordinate, develop, review, and/or edit DDS newsletters, and internal communication documents; and assist in preparation, message development, including Frequently Asked Questions developed for program implementation, etc.

Plan, direct and oversee the activities of the Office and provide guidance and direction to staff. Develop and maintain long term goals and objectives for the Office and allocate resources to address these priorities. Assist in resolving the most complex issues as they are elevated. Oversee the development of all necessary policy, standards, and procedures required to accomplish the goals of the Office.

## 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:** DDS funds and oversees services to over 420,000 individuals with intellectual and developmental disabilities (IDD) pursuant to the Lanterman Act (Welfare and Institutions Code (WIC) 4400 et seq.) and the Early Start Program (Government Code 95000 et. seq.). Eligibility for these services is determined by the 21 RCs, who then authorize necessary services that are provided by more than 24,000 service providers contracted by the RCs. In California services and supports to individuals with IDD are provided in two ways, either in the community (i.e., family home, own home, licensed setting, etc.) for most individuals, or in state-operated facilities for a small portion of the population. DDS operates one developmental center, one community facility and seven small acute crisis Stabilization, Training, Assessment, and Reintegration (STAR) residential homes and Crisis Assessment and Stabilization Teams (CAST) mobile crisis services providing care for consumers on a 24/7 basis.

DDS' mission is to ensure that Californians with IDD have the opportunity to make choices and lead independent, productive lives as members of their communities in the least restrictive setting possible. The DDS programs are dynamic and multi-leveled as the service system is designed to meet the needs and choices of individuals at each stage of their lives, and, to the extent possible, serve them in their home communities, providing choices that are reflective of lifestyle, cultural and linguistic backgrounds.

The DDS programs and RC system serving individuals with IDD have a robust and politically active constituency and broad support in the Legislature and with the public. California is the only state in the nation that has prioritized services for individuals with IDD by establishing an entitlement program. Numerous stakeholders and oversight bodies are deeply interested in the planning, performance, and outcomes of the DDS programs. The Office of Communications under the leadership of this CEA will be responsible for policies and strategic direction of the communications, media relations, and social media functions of DDS to engage the public and ensure that they are fully informed of DDS' programs, initiatives, priorities, and achievements. Further, this Office will be responsible for accurate and timely responses to requests for information on DDS programs from a variety of media outlets, advocacy organizations, the Office of the Governor, CalHHS, Legislature, other state departments, and other communities. These functions are directly related to DDS's primary mission and critical for DDS to achieve its goals and to provide for the high level of accountability and transparency the Administration, CalHHS, Legislature, and the public expect. This CEA will provide the dedicated and focused leadership required to advance DDS' communications activities over the broad landscape of California's developmental disabilities services system including programs and services provided by RCs and by state-operated facilities and programs. The policies and outcomes of this Office ultimately impact how Californians find information about and engage with DDS' service system in an accessible manner. This CEA will be responsible for guiding the strategic direction and setting DDS policy on how communications, media relations, and social media are established, managed, and leveraged to the benefit of the state of California and individuals with IDD. DDS will not be successful in meeting its mission and goals without the Assistant Deputy Director, Office of Communications, providing strategic direction for DDS communications and social media and for building key media relationships in support of DDS programs.

## **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.

Recent new state laws and initiatives requiring increased stakeholder engagement and increased interest in DDS programs from the media, federal and state audit entities, and other external entities as well as new policy leadership over the CAC has significantly expanded the policy responsibilities and resulted in too large of a policy span of control for the ADD, Office of Community Engagement and often reactive responses to external communications and to media issues. DDS is proposing to establish a new CEA, Assistant Deputy Director, Office of Communications, to provide policy direction, communication strategies, and advice to the directorate and executive staff on external and internal communication policies, media relations, social media, public outreach, and education. In a separate 881 package DDS proposed a major change in concept and to retitle the ADD, Office of Public Affairs, to ADD, Office of Community Engagement to develop policies focused on strategic, proactive, and positive community and family engagement.

2021 and 2022 Budget Initiatives Require Community Engagement – Most of these new program expansions and initiatives require extensive community involvement in policy development and implementation strategies including the following: • WIC 4511.5 requires input from the community to implement enhanced direct service professional training that promotes services that are person centered and culturally and linguistically sensitive, and that improve outcomes for individuals with IDD. • WIC 4519.9 requires input from the community to establish a navigator program to promote the utilization of generic and RC services by using community leaders, family members, or self-advocates to provide information and guidance to consumers and their families who could benefit from added support to navigate available resources. • WIC 4519.10(e) requires DDS to gather public input through regularly held public meetings to implement a QIP in conjunction with rate reform to improve consumer outcomes, service provider performance, and the quality of services. • WIC 4620.5 requires DDS to convene a workgroup of various specified communities to make recommendations for the development of standard performance improvement indicators and benchmarks to incentivize high-quality RC operations. • WIC 4870.1 requires DDS to develop, in consultation with specified communities, a program to increase pathways to competitive integrated employment. • WIC 4474.16 requires DDS to develop, in consultation with communities, an updated Safety Net Plan to evaluate the progress made to create a safety net, identify the further areas the community suggests evaluating, and recommendations from the community, and shall consider new models of care for individuals whom private sector vendors cannot or will not serve. • WIC 4688.06 requires DDS to establish a Coordinated Family Support Services Pilot Program and to collaborate with specified communities to obtain input about key elements prior to the issuance of regulations or administrative program directives. • WIC 4699 requires DDS to develop several new programs to stabilize the developmental services workforce of RC service providers and direct service professionals to include assisting with recruiting new workers, incentivizing workers to remain in the field and to obtain training that will enhance their knowledge, skills and abilities, and to create a safe alternative to in-person services through technology; and requires DDS to seek input from communities throughout the implementation of these new programs. • WIC 4708(a)(1) requires DDS to create, with input from communities, standard appeals process information packets. • WIC 4712(b)(3) requires DDS and the Department of General Services Hearing Office to seek the advice of specified stakeholders in the development of standardized hearing procedures and training materials for hearing officers that preside over fair hearings for RC applicants/consumers who are dissatisfied with an RC decision or action. • WIC 4785.1 requires DDS, with input from the community, to submit a plan to the Legislature to revise the Family Cost Participation Plan and Annual Family Program Fee. • WIC 4870.2 requires DDS, in consultation with specified communities, to develop a three-year pilot program that focuses on competitive integrated employment, postsecondary education, and career readiness for individuals with IDD exiting work activity programs or secondary education to explore inclusive options, including paid internships, competitive integrated employment, and college-to-career programs. This has increased the number of community task force and workgroups meetings and other events from approximately 70 to 180 a year and is expected to continue to increase with each state budget.

New Consumer Advisory Committee (CAC) Policy Role – The Director of DDS created the CAC to give consumers a voice in DDS. The policy leadership and management of CAC and the supporting staff are being transferred to the proposed new Office of Community Engagement. The CAC provides DDS information and input on policy and programs and other important issues that affect consumers in California. The CAC also informs consumers about new initiatives, program changes, and other DDS activities. The CAC makes recommendations to DDS from information they receive from the community about DDS issues and community priorities. The transfer of the CAC to this new Office is to provide for an executive policy lead and to strengthen the CAC coordination with the Developmental Services (DS) Task Force and other community workgroups under the leadership of the ADD, Office of Community Engagement.

## 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 CEA's role in setting policy will include evaluating, advising, and providing assistance to the directorate and executive management on statewide external communications, media relations, enhanced use of social media and branding, and internal communications to support the DDS mission and to advance DDS program goals and priorities. Specific examples of policy areas where the CEA will be the primary policy maker include the following.

**External Communications** - The CEA will be the primary policy maker over DDS' statewide external communications and public information activities to build and enhance DDS' public presence and to help DDS to achieve its policy goals. This position will develop and manage the execution of a strategic communication plan that is relevant to and appropriate for a diverse set of organizations and individuals including consumers, families, other state departments, disability advocate organizations, and others to ensure they are fully informed of DDS programs and activities. This CEA will develop policies and draft communication guidelines and appropriate content for press releases and media advisories to increase public awareness of DDS programs, services, initiatives, outcomes, and other accomplishments. The CEA will coordinate with subject matter experts across DDS to ensure accurate information is presented consistently using person-centered planning principles and culturally sensitive language and materials. The CEA will lead and train DDS staff to produce compelling messaging about DDS' priorities, policy, and programs. The CEA will develop and implement an external report review process that ensures that all published reports adhere to the external communications plan. Critical to this policy role is to ensure that all external communications and message development reflect the vision, policies, goals, and objectives of DDS and are consistent with the CalHHS Guiding Principles and Strategic Priorities. This CEA will also be responsible to develop appropriate criteria and metrics to measure and report on the effectiveness of DDS' external communications and outreach activities. Successful policies will result in a positive public perception of DDS programs and advance DDS' ability to achieve its mission and goals.

**Increased Use of Social Media and Branding** - The CEA is the primary policy maker for developing and implementing policies for DDS to have an increased and cohesive presence on a variety of social media platforms to effectively communicate DDS current activities and initiatives. These policies over enhanced use of social media will include identifying and exploring alternate opportunities to increase DDS' visibility and outreach to underserved communities. This policy role will include working with the directorate and executive management staff on developing clear and compelling branding, graphic designs, and images used in public messaging about DDS' vision, policies, priorities, and programs. An effective use of social media and branding will facilitate DDS' goals for outreach and information sharing to all communities in the state and to promote service access and equity on a statewide basis.

**Media Policies and Relations** – The CEA will serve as primary policy maker for DDS on all media and press related communications and activities related to California's developmental disability services system and DDS and RC programs. This position will develop a media relations plan to build important media and press relationships and will oversee all media relations. The CEA will advise the directorate and executive management staff on strategies for coordination of all communications with the media on a variety of highly sensitive, controversial, and complex issues that are subject to a high degree of scrutiny by the public and Legislature. Further, this position will be responsible for a policy agenda to develop and maintain critical partnerships with the media, other state departments, RCs, and others to further shared media advocacy goals and to promote positive recognition of DDS' programs, policies, services, and initiatives.

**Internal Communications** – The CEA will be the primary policy maker responsible to develop an internal strategic communication plan to accomplish the directorate's goals for effective and timely internal communication and information for DDS employees. The position will ensure that the internal strategic communication plan incorporates content and writing standards for DDS staff to publish content on the DDS external website and internal staff-only websites, including schedules and standards for review, updates, and shedding stale content. The CEA will develop and maintain methodologies for the dissemination of information and provide leadership in internal communications of major changes in programs, policy, services, strategy, and technology. The CEA will develop policies and lead implementation of a guide for publishing internal content and train staff responsible for internal content publication in all divisions. In collaboration with the Information Technology Division establish a knowledge architecture for internal information accessible by employees. Successful policies for internal communications ensures all employees have current and accurate information to perform their jobs and promotes positive employee morale.



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

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

The CEA position's scope and nature of decision-making authority is statewide and complex as responsible for policy development and implementation of all DDS external and internal communications, media relations, social media, public outreach, and education to inform the public on California's developmental disability services system. This position will provide executive level coordination and collaboration on external communications and media matters with the Governor's Office, the CalHHS, other state departments, and RCs. The policies and activities of DDS are of interest to the over 421,000 individuals with IDD being provided services and supports in all aspects of daily living by 21 RCs and over 24,000 community-based service providers as well as sister state agencies including Department of Health Care Services (DHCS) and Department of Social Services (DSS). The policies and decision-making of the CEA over communications has a large impact and statewide visibility and the CEA must ensure that all communications and message development reflect the policies, goals, and objectives of DDS and consistency with the CalHHS Guiding Principles and Strategic Priorities.

This CEA will have considerable decision-making authority and/or to work in collaboration with other executive management and to advise the directorate on the most critical policy decisions. This CEA will also work closely with the directorate and the executive management team to collaborate on communication policies and implementation strategies as well as other areas of the DDS and the service delivery system. The CEA will have decision making authority for implementation and coordination of new and enhanced communication strategies and approaches to reach the large statewide community of organizations and individuals who are impacted by DDS policies, programs, and services.

The CEA's policy making decisions for enhanced and proactive communications will be vetted, as appropriate, with the Governor's Office, CalHHS, State Council on Developmental Disabilities (SCDD), Disability Rights California (DRC) and other consumer advocates, Association of Regional Center Agencies (ARCA), and RCs.

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

This CEA will primarily be developing and implementing new policy but also interpreting and implementing existing policies. There are current policies related to the Governor's Office and CalHHS communication protocols, transparency, and accountability. New policies will be needed in the development of a comprehensive strategic communication plan, enhanced use of social media venues to reach California's diverse populations, improved public outreach and education, and for proactive media communications.

The new policies will be developed and implemented with input from the directorate and executive management team as well as the DS Task Force and other community workgroups, SCDD, DRC, DHCS, DSS and other state departments, state licensing agencies. As appropriate, the new policies will also be vetted with the Governor's Office and CalHHS. The policies developed may require budget proposals, regulatory changes, RC directives, and/or other program guidance. The CEA must also be forward-looking and be aware of what's on the horizon to ensure communication policies and procedures can be easily updated to accommodate evolving DDS, RC, and consumer needs.