

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

August 8, 2019

2. Department

Department of Developmental Services

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

Office of Legislation, Regulation and Public Affairs/ Office of Public Affairs

4. CEA Position Title

Assistant Deputy Director

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

This position is the Career Executive Assignment (CEA), Level A, Assistant Deputy Director (ADD) in the Office of Public Affairs (OPA) located in the Office of Legislation, Regulations and Public Affairs (OLRPA). This Career Executive Assignment CEA, Level A position will work with the Office of Legislation, Regulations and Public Affairs (OLRPA) to manage and oversee all internal and external communication strategies as they relate to public affairs, stakeholder engagement, outreach, etc.

6. Reports to: (Class Title/Level)

Deputy Director, Office of Legislation, Regulations and Public Affairs (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.

This position is the ADD, OPA, located in the OLRPA. As a member of the DDS Executive Staff, the ADD informs and advises leadership and management on policy development and strategic direction relative to public affairs, internal and external communications and stakeholder engagement. Supports the work of the Director's Office in the sensitive and critical areas of communication and outreach to strengthen community relations and transparency and foster effective partnerships with key external stakeholders including the media, legislators and legislative staff, public advocacy groups, unions and others. Provides advice and consultation to the Chief Deputy Directors and other members of leadership on the public relations impact of the Department's programs and policy changes and developments.

Develops, coordinates and oversees the implementation of public outreach plans related to DDS programs and initiatives and works with program leaders to advance strategies for making information and materials available to the public using the most appropriate and effective modes of communication. Coordinates critical communications sent out by the DDS state-operated facilities on issues that could have local or statewide political implications and sensitive issues involving consumer health and safety and/or litigation. Works with the DDS's health and safety officers to develop crisis communications plans in the event of an emergency. Manages OPA team members who assist in the preparation of internal and external communications materials, talking points, press responses, press releases, media advisories and web and social media content. Serves as a DDS spokesperson and communications subject matter expert and liaison with the California Health and Human Services Agency (CHHS) and the Governor's Office.

The position will work with DDS's executive staff, state-operated facility staff, Association of Regional Center Agencies (ARCA), RC executive staff in articulating the mission of the DDS and to promote programs, decisions, policies and raise public awareness. This will include culturally sensitive public information on DDS and RC programs and services for underserved populations to address inequities in services.

This position will identify opportunities to enhance stakeholder participation, work to strengthen community relations and foster effective partnerships with key constituencies. On behalf of the DDS Directorate the ADD will work with CHHS, legislative staff, community provider and advocacy organizations, and other state departments in organizing, planning and reporting on DDS Task Force and Workgroup meetings. This includes the current Developmental Services (DS) Task Force and the Systems Reforms Stakeholder Meetings authorized by the 2019-20 Enacted Budget Act (Welfare and Institutions Code 4519.4). System Reforms Stakeholder Meetings to begin in 2019 requires the DDS to consult with a broad and balanced group of stakeholders, including, but not limited to, representatives of the DS Task Force, the Rates Workgroup of the DS Task Force, legislative staff from the fiscal and relevant policy committees of the Legislature, the Legislative Analyst's Office, ARCA, the State Council on Developmental Disabilities, the Department of Rehabilitation, and Disability Rights California to discuss system reforms, including fiscal reforms, to better serve consumers with developmental disabilities.

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 DDS is committed to providing leadership that results in quality services to the people of California and ensures that individuals with developmental disabilities have the opportunity to exercise their right to make choices. This is an entitlement program, and the provision of services is for the individual's lifetime.

There are two major programs administered by DDS: 1). The Community Services Program administers contracts with 21 private, non-profit Regional Centers (RCs) statewide, which provides and coordinates services at the local level for over 330,000 individuals with developmental disabilities living in the community. The DDS is permanently moving away from large State-owned and operated facilities. The future focus is to have the majority of consumers with developmentally disabilities living in the community, being fully integrated with their community, no matter the extent of their developmental disability. 2). The Developmental Center (DC) program operates two DCs, one Community Facility (CF) and Stabilization, Training, Assistance, and Reintegration (STAR) home that provide 24-hour direct care and treatment services to over 394 residents. Porterville DC (PDC) – General Treatment Area (GTA) and Fairview DC (FDC) are in final stages of closure. Only PDC's - Secured Treatment Program and the state-operated CF, Canyon Springs, will remain open along with the STAR homes. DC closures significantly affect all DDS programs.

The DDS has a statutory responsibility (Welfare and Institutions Code, Section 4418.25) to ensure that individuals with developmental disabilities live in the least restrictive setting with services and supports that are appropriate to their needs. The ability to meet the wide variety and extremely specialized needs of the RC residents requires a comprehensive assessment of each individual, called person-centered planning, which results in intensive preparation and community resource development by the RCs. Through the combined efforts of the RCs, hundreds of projects are underway to identify and develop the full array of necessary services, including development of residential homes, community crisis facilities and teams, clinical support services, transportation, training, and day employment services, to name just a few.

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.

Prior to the 2019-2020 reorganization the only “communication” function in the DDS was one Exempt (level J) position with primary responsibility of coordinating and responding to media requests for information. Public Affairs and stakeholder relations activities were limited and scattered among various members of executive staff and reactionary to only the most current and pressing issues.

The State Budget Act for the 2019-20 fiscal year authorized a restructuring and realignment of divisions in the DDS. Some of the goals of the reorganization are to improve transparency, enhance communications and build engagement with diverse California stakeholders and seek their collaboration in policy initiative. The reorganization included the establishment of an Office of Public Affairs with three new positions including this CEA, one position, one redirected position, and one position from a budget conference committee item for Provider Rate Adjustments and Regional Center Transparency and Accountability. The reorganization and related budget enacted items also included the establishment of the new OLRPA, with an increase in staff resources including policy level staff for the DDS’s complex legislative activities and for regulation development and coordination.

Other State Departments with similar significant and sensitive issues like DDS utilize a public affairs approach and adding an ADD for Public Affairs will significantly improve our communication strategies. In the past, DDS did not have the capacity to create or implement strategic communications plans or outline strategies for proactive communication with the media, the public or stakeholders. The ADD will be responsible for developing public outreach plans related to key DDS programs and initiatives (including but not limited to the Early Start and Self-Determination programs and the annual Capitol holiday tree lighting event) so that outreach is implemented in a strategic and deliberate manner. These detailed plans will establish goals and objectives that are in line with the DDS’s overall strategic plan, key audiences, measurable strategies for reaching the goals and objectives, and a method for evaluating success. Adding additional communications capacity will also help with the DDS’s goal of increasing transparency and communicating its bolstered efforts to improve oversight and accountability. Without a public affairs strategy, the DDS has been criticized for a lack of transparency or withholding important information and updates. All of the DDS’s communications goals – improving strategic outreach plans geared toward the media, stakeholders and general public – will not only help engage these important groups but also increase overall transparency.

Community engagement is an underpinning of the DDS’s process for developing policies and procedures and implementing programs. All aspects of the DDS work require constant and careful communication internally and with various stakeholders, other State and Federal programs, Administration, Legislature, media, and occasionally, the judicial system. With substantial changes in policy occurring, and the increased volume of stakeholder, media, and legislative interest, DDS needs effective communication.

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.

This CEA will set and/or recommend policy for the newly established Public Affairs function in the DDS. This will include policy regarding communication guidelines and appropriate content for public awareness initiatives and outreach activities. This CEA will collaborate with other senior managers in the DDS, including Office of Community Operations and Service Equity, on consistent messaging using person-centered planning principles and culturally sensitive language and materials. Sets policy to ensure all public awareness and outreach is shared accurately, timely and in a sensitive and clear way so it can be understood by consumers, families, stakeholders and service providers of different ethnicities, cultures, languages, choices and beliefs. This position will have the responsibility of continually revising and/or implementing existing policies that effect how the program will directly impact the strategic objectives of DDS.

This position will establish and implement policy on the protocols, format and content regarding the dissemination of the DDS's public communications and notices. This includes ensuring that website information follows state designs and guidelines and aligning all communications with the DDS's mission, procedures, strategic plan and goals and information protocols set by Agency, the Governor's Office and other control agencies. Sets policy guidelines for DDS involvement in media events such as the annual Capitol holiday tree lighting ceremony traditionally hosted by the Governor and family.

The ADD will set policies to lead and support community and stakeholder engagement in DDS Task Force and Workgroup meetings and other initiatives to ensure effective communication with and meaningful participation of the people served by the DDS and stakeholders. Will develop and implement policies and procedures to ensure that stakeholders have an integral role in policy discussions and development. Work with and involve other governmental entities and the Legislature, as appropriate, on policy and program initiatives impacting the developmental disabilities services system and respond effectively to stakeholder concerns.

C. ROLE IN POLICY INFLUENCE (continued)

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

The ADD will have decision-making authority for developing and implementing policy on the DDS's overall communications activities. This includes both internal and external communications such as media relations, public awareness initiatives for DDS programs, and outreach materials designed for a variety of audiences, including those that increase consumer, family and stakeholder engagement in DDS policy making.

The CEA will also have decision making authority for content on the DDS's website, publications and public notices, as well as overseeing DDS' communication protocol in disseminating information to the public, RC, community providers, advocacy organizations, consumers, families and other stakeholders. This position will oversee the development of policies and protocols for DDS' social media platforms to ensure stakeholders receive accurate and timely information regarding program services and outcomes and other matters of interest.

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

This CEA position will both develop and implement new policy as well as interpret and implement existing policy. Some policies exist in the areas of management of stakeholder participation and coordination of Task Force and Workgroups. New policies are needed in the expansion of the Public Affairs functions for centralized public notices/communications, public awareness campaigns and outreach activities to individuals with developmental disabilities and their families. Also, policies need to be developed and implemented for an expanded use of social media platforms for both communications to the general public and more focused communications to interested stakeholders.