

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

4/24/2025

2. Department

Governor's Office of Service and Community Engagement

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

Marketing and Member Engagement

4. CEA Position Title

Director of Marketing and Member Engagement

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

The Governor's Office of Service and Community Engagement (GO-Serve) elevates paid service and volunteerism in the state, promotes more youth and community engagement, and advances public awareness and outreach campaigns to tackle the state's most pressing challenges. GO-Serve consists of the Office of Community Partnerships and Strategic Communications (OCPSC), California Volunteers (CV), and the Youth Empowerment Commission (YEC). The Director of Marketing and Member Engagement leads the development of maintaining brand integrity to cultivate credibility and trust with members, stakeholders and the public and by supporting member engagement efforts to generate shared identity and a lifelong commitment to service.

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*): The CEA collaborates with executive management and officers frequently to develop marketing and branding strategies and policies that impacts the agency, an ensures final policy decisions are implemented and followed across California Volunteers and GO-Serve.

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 general direction of the Chief Deputy Director of the Governor's Office of Service and Community Engagement (GO-Serve), the Director of Marketing and Member Engagement works closely with California Volunteers, GO-Serve Communications & External Affairs and the Digital Infrastructure Office to ensure consistent and coherent member experience across California Volunteer programs - College Corps, Climate Action Corps, Youth Jobs Corps, and AmeriCorps California. The CEA oversees and provides executive leadership and policy guidance with outreach, research, alumni and recruitment, branding and marketing efforts and to ensure strategic goals are achieved and aligned with GO-Serve. The CEA also oversees the development, implementation and evaluation of marketing efforts, consumer research and programs that advance and support GO-Serve.

Marketing Strategy

Manages the overall marketing activities to reach the diverse California population. Designs and implements a statewide brand, including a marketing communication strategy to support GO-Serve's mission and strategic goals. Works in collaboration and partnership with GO-Serve's marketing communications activities including market research, multimedia, social media content management, district website design and social media sites. Provides leadership in the development of marketing strategies to ensure a cohesive and consistent message across all communication platforms including television, radio, out-of-home, social and digital advertising. Encourages the use of marketing messages to change social norms, attitudes and expectations toward a culture of service. Oversees the media planning process for advertising agencies including state contracts, reviews and approves media plans, advertising budgets and makes recommendations to senior leadership. Directs the development of media plans and budgets to support GO-Serve's goals and reviews post-buy analysis and makes adjustments to ensure agencies continue to meet goals. To achieve goals, directs the work of staff, consultants, graphic designer, printers, photographers, and others involved in projects and programs of Communications & External Affairs. Identifies and shares lessons learned to maximize marketing campaign effectiveness while minimizing costs. Coordinates, collaborates, calibrates and develops metrics to be able to quantify the impact of marketing.

Member Engagement

Provides oversight and guidance to staff who are responsible for developing and implementing recruitment and outreach strategies to support California Volunteers staff, program partners, and other stakeholders. Oversees the work of staff who connect and engage service members and alumni, California Volunteers staff, and other stakeholders to build lifelong relationships supporting the mission and vision of California Volunteers. Oversees the work of pre-service, in-service, and post-service member engagement, including the generation and disbursement of letters, certificates, and branded gear. Ensures appropriate partnership is taken with California Volunteers in developing and refining a comprehensive, culturally rich member in-service training practice, consistent with the strategies employed during recruitment and offboarding.

Staff Management and Development

Effectively contributes to building and maintaining a work environment that supports the principles of diversity and inclusion and supports the establishment of a positive work environment through staff communication opportunities and fostering a team approach within GO-Serve. Responsible for internal member communications tools and platforms and coordinating content in partnership with the team. Develops and implements marketing approaches to provide information on key organizational initiatives to members and internal team. Provides leadership, consultation and collaboration with California Volunteers, GO-Serve Communications & External Affairs and Operations to provide policies, procedures and research systems to expand, monitor awareness, and increase civic engagement. Leverage staff's strengths to accomplish the work of the organization, including establish priorities, coach and mentor, motivate, empower, evaluate, and identify and support opportunities for professional development and growth. Maintains a collaborative, cross-functional, team-oriented approach and demonstrate leadership in the organization. Works in collaboration and partnership with GO-Serve's executive team, other state departments, representatives of Federal Government, the Legislature and other related stakeholders.

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 Governor's Office of Service and Community Engagement (GO-Serve) elevates paid service and volunteerism in the state, promotes more youth and community engagement, and advances public awareness and outreach campaigns to tackle the state's most pressing challenges. GO-Serve consists of the Office of Community Partnerships and Strategic Communications (OCPSC), California Volunteers (CV), and the Youth Empowerment Commission (YEC).

Marketing and Member Engagement is mission critical for GO-Serve and plays a supportive role in delivering on its mission and strategic directive. In support, the CEA develops and executes operational strategies, policies, activities, procedures, and best practices that support GO-Serve's mission, vision, goals, and objectives. The CEA plays a crucial role by building, fostering, and maintaining brand integrity to cultivate credibility and trust with members, stakeholders and the public and by supporting member recruitment and engagement efforts to ensure programmatic sustainability. The CEA leads the Marketing and Member Engagement team and is considered a chief policy advisor on the development, composition, and implementation of organizational policies as it relates to branding, marketing and advertising, recruitment and member engagement, and public impact.

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.

Effective July 1, 2024, enacted by the State Legislature, Senate Bill 164 (Chapter 41, Statutes of 2024) Section (7) established Governor's Office of Service and Community Engagement (GO-Serve) as a new government agency, which includes California Volunteers, Youth Empowerment Commission, and Office of Community Partnership and Strategic Communications. With the recent establishment of the new agency, the Director of Marketing and Member Engagement will continue to provide day-to-day support for California Volunteers and GO-Serve as appropriate during the administration changes and will oversee staff assigned in support of these areas as it relates to branding, marketing, advertising, web development, purchasing, contracts, member recruitment and engagement.

Additionally, the Director of Marketing and Member Engagement is held by an exempt appointee and California Volunteers / GO-Serve proposes to transition this position from an exempt classification to CEA, which is consistent and in accordance with GO-Serve transitioning the majority of staff from exempt to civil service.

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 serves as the key advisor and principle policy maker on branding policy issues and activities related to California Volunteers and GO-Serve as appropriate. The CEA is also responsible for the daily operations and guidance to support business needs for Marketing and Member Engagement. The CEA provides support to the Chief Deputy Director and leads the development of wide range of administrative functions, including but not limited to the following areas: branding, marketing, advertising, web development, purchasing, contracts, member recruitment and engagement.

California state law, Assembly Bill 540 (AB 540) allows eligible undocumented immigrants students who have attended high school in California to pay in-state tuition fees at public colleges and universities in the state. This law aims to make higher education more accessible to undocumented students in California. Through #CaliforniansForAll College Corps, students at participating colleges and universities - including eligible AB 540 CA Dream Act students - can build new skills, gain confidence, and earn up to \$10,000 for school while making a difference in the community by tutoring and mentoring, addressing food insecurity, and taking climate action. The CEA makes a statewide impact supporting the AB 540 bill by engaging with policymakers and media at the state level to advocate for the expansion or protection of the AB 540 provision. The CEA works with external stakeholders to raise awareness about AB 540 and its benefits to the general public, immigrant communities, students, educators, and policymakers. The CEA partners and collaborates with colleges and universities to promote policies and initiatives that support undocumented students.

The CEA works with the California Volunteers/GO-Serve webmaster to ensure the organization's primary communication channel meets standards pursuant to Title II of the Americans with Disabilities Act.

C. ROLE IN POLICY INFLUENCE (continued)

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

The CEA has the authority to negotiate, make decisions and recommendations for the success of California Volunteers and GO-Serve as appropriate. The scope of this position helps shape and execute California Volunteers marketing strategy by directing paid media activities, priorities, and resources through complex environments. This position offers significant autonomy and encompasses a wide range of marketing activities aimed at enhancing California Volunteers reputation and brand image, building relationships with key stakeholders, and influencing public policy. The CEA has the authority to make strategic decisions and recommendations as it relates to driving marketing and advertising strategy by engaging with marketing agencies and vendors, non-profit organizations, governmental agencies, advocacy groups, and community and civic leaders.

The CEA oversees the Marketing and Member Engagement implementation of new policies and new procedures and has authority over the strategic planning and implementation of new organizational changes to improve efficiency and changes/updates to GO-Serve's mission critical initiatives accessed internally by state employees, and other stakeholders. The CEA exercises judgment in all decisions affecting Marketing and Member Engagement and uses statewide expertise and technical knowledge effectively to address and present sensitive issues to control agencies and external stakeholders which involve a change in policy that has significant impact on a statewide program, departments, the public or other affiliated business groups.

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

The CEA develops new policy and interprets and implements existing policy into marketing of and recruitment for the California Service Corps programs. The CEA reviews existing policy including the history, objectives, and associated regulations or guidelines, and determines the stakeholders affected by the policy, including government, communities, and the public. The CEA ensures that the interpretation of the policy aligns with relevant laws and regulations, and as it relates to the promotion and support of California Volunteers and GO-Serve as appropriate.