

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

07/08/2026

2. Department

California Department of Corrections and Rehabilitation

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

Division of Adult Parole Operations

4. CEA Position Title

Assistant Deputy Director, Field Operations, Northern Region

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

The Assistant Deputy Director (ADD), Field Operations, Northern Region, provides high level operational, administrative, and policy direction to field operations for the northern region; represents the Division of Adult Parole Operations (DAPO) and the California Department of Corrections and Rehabilitation (CDCR) in both state and federal jurisdictions. The significant distance between counties and the 60+ parole units doesn't allow for in-person interaction. Assigning the CEA to cover parole units in the northern region helps reduce travel across the state and allows the CEA to fully execute all aspects of the expectation of this position with appropriate attentiveness.

6. Reports to: (Class Title/Level)

Deputy Director, DAPO, CEA Level C

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 ADD, Field Operations, Northern Region serves as the Department's subject matter expert and advises CDCR's executive management team on parole operations in the northern region.

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 Assistant Deputy Director, (ADD) Field Operations, Northern Region, develops, implements, and provides high level operational and administrative oversight of parole field operations to staff in the northern region; formulates policies and procedures for field operations; analyzes growth and future staffing needs; meets, coordinates, and maintains close liaison with local law enforcement agencies and superior and federal courts in carrying out court-mandated due process procedures related to released offenders; meets with elected officials, the Judiciary, Chief Probation Officers, and the public regarding the establishment of parole units; coordinates with courts and county agencies regarding the use of local treatment facilities, return-to-custody facilities, and substance abuse programs; coordinates, develops, implements, and directs new programs related to the diversion of parole violators; responds to media contacts regarding sensitive and public interest cases; represents the Division at public hearings; addresses community groups, local governmental and law enforcement agencies, and the media regarding parole operations and programs.

Establishes policies, procedures, and evidence-based standards for parole supervision; reviews, formulates, interprets, and implements departmental policy for high level projects having broad impact across multiple programmatic areas; makes program and policy recommendations that have department-wide impact in a wide variety of areas such as organizational structure, evidence-based strategies, and program enhancements related to the functionality of CDCR; collaborates with the ADD, Community Re-Entry on the development of community-based resources in order to effect the greatest possible success for supervised individuals reentering into the community.

Partners with the ADD, Support and Compliance to prepare, justify, and monitor budget proposals; collaborates with the ADD, Support and Compliance on the planning and implementation of training programs in the field offices; represents the Deputy Director at conferences and hearings related to parole operations as required; attends and participates, on behalf of the DAPO Director, on boards and in selected internal and external advisory committee, local government, and departmental divisional meetings; meets with the Attorney General's Office, District Attorney's Office, Sheriff's Office, Chiefs of Police, Probation Chiefs, Wardens, and other community agencies and organizations; advises the Director and Deputy Director, DAPO, and as appropriate, the Undersecretary, Operations, and members of the Board of Parole Hearings; travels to field parole offices to ensure consistent application of policies and procedures in all parole units and standardization of operations.

Plans, organizes, directs, and evaluates the work and performance of staff which includes, but is not limited to, the following: complies with state and federal laws, rules, regulations, bargaining unit contracts, and policies in all personnel practices such as hiring, employee development, and management for a diverse team of staff; monitors, evaluates, and creates written performance appraisals of staff; counsels staff and initiates disciplinary actions as necessary; identifies appropriate long-range plans and goals to address succession planning and knowledge transfer; performs administrative duties including adhering to Department policies, rules and procedures; submitting administrative requests in a timely and appropriate manner; accurately reporting time, and submitting time sheets by the due date.

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 mission of CDCR is to facilitate the successful reintegration of the individuals in our care back to their communities equipped with the tools to be drug-free, healthy, and employable members of society by providing education, treatment, rehabilitative, and restorative justice programs, all in a safe and humane environment.

DAPO supports the Department's mission by enabling parole agents to play an active role in the local community's public safety plans and supporting the supervised population in their effort to successfully reintegrate into the community.

As a member of DAPO's executive staff, the ADD, Field Operations, Northern Region, provides high level operational, administrative, and policy direction to the Northern Region field operations; represents DAPO and the Department in both state and federal jurisdictions; attends meetings with internal and external stakeholders on departmental programs and matters as they relate to parole issues. The ADD, Field Operations, Northern Region, is a member of the DAPO Director's Executive Staff. The CEA needs to be in constant communication with all counties within the State of California and provide support to all parole units. The significant distance between the counties and the 60+ parole units doesn't allow for in-person interaction. Assigning the CEA to cover Northern Region will restore an appropriate distribution of responsibilities and improve operational effectiveness, better support Northern Region's workload, and improve DAPO's overall performance in field operations. Additionally, it will support DAPO's mission and CDCR's mission and vision, by enhancing public safety and promoting successful community reintegration.

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.

CDCR's Division of Adult Parole Operations (DAPO) is funded based on the ratio of the supervised population to DAPO staff. In Fiscal Year 2023/2024, DAPO consolidated two CEA positions into a single role. This decision was based off of the recommendation of a Special Consultant, hired by CDCR, to evaluate DAPO's organizational structure. The consolidation was made in an effort to streamline operations, improve efficiency, and reduce costs. While the consolidation previously appeared viable, a comprehensive review of the workload has determined that a single CEA position over the entire field is not sustainable. In 2023-2024 when the positions were consolidated into one position serving statewide operations, the supervised population was in a continuous decline. The decline has plateaued based on annual projections and is expected to remain in the thirty-thousands for the foreseeable future.

DAPO is currently combined into one field operations team consisting of more than 120 parole units located throughout the State. The field parole units supervise adults subject to state parole terms, as well as those currently serving their sentences in an alternative custody program, and incarcerated adults released on medical parole. Based on current projections of the supervised population count anticipated to increase or remain steady, and to ensure consistency in statewide field operations, DAPO is proposing to revert operations back to divided geographical regions; Northern and Southern Regions Field Operations. To reflect this change, we are revising the current ADD, Field Operations CEA concept and proposing the ADD, Field Operations, Northern Region CEA concept. Not only will this regional division provide for better coordination of resources to the supervised population, it will also support the Department's mission to create more effective parole supervision statewide.

Additionally, there were two large strategic initiatives that were implemented in 2023 that impacted statewide parole operations and its workload – The California (CA) Model and California Advancing and Innovating Medi-Cal (CalAIM). These initiatives were taken into consideration when consolidating the two CEA positions into one in 2024.

The CA Model is a paradigm shift that draws on international best practices to change culture within the state's prisons. The CA Model aims to develop a human-centered culture of healing, positive communication between staff and incarcerated individuals, and improved living and working conditions. In cohesion, these principles will improve public safety, rehabilitation and reentry, as well as outcomes. This paradigm shift not only impacts our institutional staff and the 96,000 incarcerated people in their care, but it also impacts DAPO and the 43,000 people under parole supervision in our communities. The California Model has changed course and is currently rolled back department-wide reducing implementation timelines and associated workload.

CalAIM is a multi-year initiative led by the California Department of Health Care Services (DHCS) to improve the quality of life and health outcomes of the entire Medi-Cal population by implementing broad delivery system, program and payment reforms. Because many individuals transitioning from incarceration are eligible for Medi-Cal, CalAIM seeks to significantly improve access to critical primary care and behavioral health services for this population. Effective January 1, 2023, justice-involved and reentry adults and youth who are released from custody (state prison, jail, state hospital, and juvenile justice facilities) and who experience homelessness, serious mental illness (SMI), substance use disorders (SUD), or medical co-morbidities are eligible for CalAIM program services. It is the responsibility of parole operations to support CalAIM initiatives by ensuring supervised individuals are kept informed of their rights, benefits, medical appointments and needs, while under DAPO supervision.

The requirement for the CEA to be in communication with all counties within the State of California, and to provide coverage over all parole units, is not an attainable task statewide. Reestablishing two CEA Level B positions will restore an appropriate distribution of responsibilities and improve operational effectiveness, better supporting workload and enhance DAPO's overall performance in the field operations.

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.

1. Parole Field Operations

The ADD, Field Operations, Northern Region, has a direct role in the formulation and implementation of policies and procedures for field operations. The ADD, Field Operations, Northern Region, is responsible for directing and implementing policy decisions, procedures, and priorities for field staff across the state. This role is responsible for statewide policy making, which impacts public safety. The ADD, Field Operations, Northern Region, is responsible for overseeing all parole units in the northern region. The ADD, Field Operations, Northern Region, has authority over the planning and implementation of training programs conducted at field offices. Additionally, this position is responsible for making program and policy recommendations that have department-wide impact in a wide variety of areas such as organizational structure, evidence-based strategies, and program enhancements related to the functionality of CDCR.

2. Placement of Supervised Individuals

The ADD, Field Operations, Northern Region, has policy setting authority over parole movement and placement, which must conform to the policies and legal requirements of the Department. The ADD, Field Operations, Northern Region, develops alternative measures in response to serious overcrowding within the state prison and county jail system and ensures that legislative and court mandates are successfully carried out. The ADD, Field Operations, Northern Region, meets, coordinates, and maintains close liaison with local law enforcement agencies and superior and federal courts in carrying out court-mandated due process procedures related to released incarcerated persons. The ADD, Field Operations, Northern Region, reviews, evaluates parole programs, and develops policy and procedural modifications to effect the optimum results from case supervision, recording, and formulation of parole release planning.

3. Supervision Term Violations

The ADD, Field Operations, Northern Region, is responsible for coordinating, developing, implementing, and directing new programs related to the diversion of supervision term violators. The ADD, Field Operations, Northern Region, is responsible for directing the regional parole programs which include the revocation process, re-entry, return-to-custody programs, employer/employee relations, mandated statutes, and changing characteristics of parolees. Additionally, the ADD, Field Operations, Northern Region, has the authority to set policies regarding sanctions and program redirection.

C. ROLE IN POLICY INFLUENCE (continued)

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

The ADD, Field Operations, Northern Region, exercises high-level policy and decision-making authority as this position independently directs all day-to-day activities of field operations in the northern region; responds to sensitive community interests; advises the Deputy Director of programs and policy matters as they relate to parole operations and programs.

The ADD, Field Operations, Field Operations, Northern Region exerts major influence on the setting of field operations policy and is the principal policymaker responsible for developing, recommending, and overseeing the implementation of policies and procedures governing the operation of parole units to ensure consistent application of statewide standards critical to the Department's mission. Since incarcerated individuals and supervised individuals are located statewide, it is imperative that all applicable laws, regulations, policies, and procedures are thoroughly reviewed and, if necessary, revised or developed to specifically address parole operations as they apply to the individuals under CDCR's supervision regardless of whether they are located in county or state facilities. This will be accomplished with the guidance and direction of the ADD, Field Operations, Northern Region.

Legislative interest with respect to incarceration terms, planned development of new community-based parole programs, location of new parole facilities, and increased public concern with crime in the community has increased the position's involvement in the news media coverage at the city, county, State, and federal levels. The ADD, Field Operations, Northern Region, has overall responsibility for the control of information to each entity.

Decisions made by the ADD, Field Operations, Northern Region, are far-reaching and directly impact adult institutions, incarcerated individuals and their families, supervised individuals and their families, external interest groups/stakeholders, and ultimately, public safety throughout the state and nation.

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

The ADD, Field Operations, Northern Region, is responsible for developing and implementing policy for parole operations in the northern region. The ADD, Field Operations, Northern Region, will also be responsible for revising, interpreting, and implementing existing policy.