

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

06/05/18

2. Department

California Department of Corrections and Rehabilitation

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

Division of Adult Parole Operations

4. CEA Position Title

Associate Director, Support Services

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

The California Department of Corrections and Rehabilitation (CDCR) proposes to allocate the above position to CEA category level A within the Division of Adult Parole Operations (DAPO) as the Associate Director, Support Services (AD, SS), non-sworn CEA. The AD, SS will be responsible for DAPO's programs related to Parole Case Records (PCR), Administration, Personnel, Fiscal Services, and Business Services. As a result of AB109 and Zero-Based Budgeting in FY 2012-13, DAPO was restructured and downsized from 4 Regions to 2. This resulted in an extra CEA position. A non-sworn CEA is needed to effectively manage and supervise non-sworn support staff and to allow peace officer CEAs to manage their staff. The position will be responsible for the oversight and management of the formulation and implementation of DAPO programs, techniques, policies, and procedures related to these areas.

6. Reports to: (Class Title/Level)

Regional Parole Administrator, Headquarters; CEA Level B

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 AD, SS is a member of the DAPO Director's Executive Staff. The incumbent will be responsible for advising DAPO's executive staff regarding essential programs specific knowledge necessary to make key decisions related to Parole Case Records Unit.

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 AD, SS will be responsible for programs related to DAPO's PCR, Personnel, Fiscal Services, and Business Services. The position will be responsible for the oversight and management of the formulation, development, and implementation of DAPO programs, techniques, policies, and procedures related to these areas.

PCR Operations:

- Providing managerial oversight of DAPO's PCR Operations
- Formulating high-level policies and procedures which impact the case findings for PCR statewide
- Coordinating the development and implementation of new policies and procedures as a result of legislation
- Ensuring and maintaining statewide compliance regarding the interpretation and implementation of applicable laws and regulations related to release dates, length of parole terms, and jurisdictional issues
- Ensuring staff access to data systems including the Parole Violation Disposition Tracking System, the Strategic Offender Management System, and specialized tools
- Working with DAPO's Legislative Coordinator to address matters related to implementing legislation that may arise from county courts, the Board of Parole Hearings, or the Office of Legal Affairs

Fiscal and Business Services:

- Managing the day-to-day business services operations of DAPO including fleet management, contracts, budgets, and procurement functions for a statewide program
- Providing oversight and analysis of nearly \$440 million general fund, statewide budget
- Administering and managing parole operations contracts for various services/programs which directly affect parolee success
- Resolving management conflicts related to the business services function of DAPO
- Advising and recommending effective courses of action to executive management regarding budgetary issues including:
 - fiscal projections
 - budget change proposals
 - position allocations (formula and non-formula)
 - budget allotments tied to the parolee population
 - ongoing and future projects regarding staffing, office leases, fleet acquisition, distribution and usage, and contract initiation and management
 - administrative functions related to the Basic Parole Agent Academy; ensuring that the Academy is properly funded and staffed

Personnel Services:

- Providing oversight of personnel functions, space management, and telecommunications within DAPO
- Assisting with the planning and implementation of training programs
- Evaluating staff for special assignments, promotions, and succession planning
- Analyzing growth and identifying future staffing needs
- Monitoring staffing patterns, space management, and equipment needs for future growth
- Formulating policies and procedures for field and headquarters operations
- Traveling to field offices to ensure consistent application of policies, sound personnel practices, and operations standardization

The AD, SS may assist with control and management of additional DAPO program operations and services.

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:

CDCR Mission:
We enhance public safety through safe and secure incarceration of offenders, effective parole supervision, and rehabilitative strategies to successfully reintegrate offenders into our communities.

The DAPO Support Services supports the Department in reaching its Mission through tasks performed by the Parole Case Records (PCR) Unit, the Procurement, Contract and Budget Unit and the Personnel Unit.

PCR Unit:
Under Proposition 57 CDCR provides incentive for inmates to take responsibility for their own rehabilitation with credit earnings opportunities for sustained good behavior, as well as in-prison program and activities and participation. Prop 57 also moves up parole consideration of non-violent offenders. These changes will lead to improved inmate behavior, safer prison environments and provide inmates with skills and tools to be more productive members of society to successfully integrate back into the community. Emergency regulations, which were approved in Spring 2017, have allowed CDCR to fully implement the provisions of Prop 57 which include good conduct credits, non-violent offender parole review, credit earning opportunities for milestone completion, rehabilitative achievement, educational merit and extraordinary conduct.

Prop 57 will impact the following programs in the resulting manners:

PCR:

- Constant auditing and oversight of PCR
- Direct impact on the effective supervision of parolees through the case analysis
- Determination of release/discharge dates for the parolee population (approximately 50,000)

Business and Fiscal Services (contracts and budgets):

- Increased need for statewide training, academies, and equipment for agents to perform their duties
- Ensuring mandated rehabilitative resources to provide all parolees with services and tools for successful community reintegration
- Oversight of the DAPO budget

Personnel Unit:

- Recruiting and hiring to maintain necessary staffing levels statewide
- Ensure caseloads are maintained at acceptable and industry standard levels

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.

3 Years to Excellence

DAPO initiated a 3 Years to Excellence plan in the summer of 2016. The plan is built on five areas of focus:

- Family Systems Theory
- Enhanced Case Management
- Professional Development
- American Correctional Association Accreditation
- Virtual Integrated Mobile Office

In order to design, develop and implement changes within the Division's operational plan to achieve the goals of the 3 Years to Excellence plan, the areas of responsibilities for the Division's executive team were reorganized to ensure focus on core program goals.

The AD, SS area of responsibility was established to oversee the administrative tasks performed in support of the operational needs of the Division; specifically the management of DAPO's Budget, Personnel, and PCR, all of which are assigned to non-sworn DAPO staff.

Blueprint and Prop57

Following the passage of Assembly Bill 109, Chapter 15, Statutes of 2011, CDCR developed The Future of California Corrections - A Blueprint to Save Billions of Dollars (Blueprint). The Blueprint projected the parolee population declining to 36,316 in 2015-16 and remaining near that level in future years. As a result of this anticipated decline in population, nearly 40% of DAPO's ratio-driven workforce was reduced.

However, the parolee population has not dropped to the levels projected in the Blueprint. According to CDCR's Office of Research, the projected 2017-18 Average Daily Population (ADP) for parolees is 50,852. In addition, with the passage of Prop 57, the current projections for the parolee population reflect an increase to approximately 60,500 by 2019-20.

Prop 57, The Public Safety and Rehabilitation Act of 2016 was approved by California voters on November 8, 2016. This gives CDCR "authority to award credits earned for good behavior and approved rehabilitative or educational achievements" (Cal. Const., art. 1, sec. 32, subd. (a), par (2)). These regulations do not automatically release inmates from prison, but rather gives them a pathway to truly earn a second chance, while at the same time ensuring public safety and reducing recidivism. From August 2017 through March 2018, around 12,000 inmates earned credit authorized by Prop 57 toward release date. In April 2018, 1,484 inmates earned on average 102 days of earned credit. As of March 31, 2018, 4,328 eligible inmates have been referred to the Board of Parole Hearings for review under the nonviolent parole process, with 879 of them approved for release and 3,449 denied.

This population growth will/has impact(ed) Support Services in the areas of:

- PCR unit which performs intake reviews on all released offenders ordered to serve a state supervised parole term
- Analysts who will calculate dates pursuant to appropriate laws, policies and procedures and ensure all applicable modifications to the legal sentence parole period and sentencing calculations as ordered by the courts and the Board of Parole Hearings are accurate
- Personnel will conduct an unprecedented number of Basic Parole Agent Academies to fill existing vacancies and newly established positions and to hire enough parole agents to maintain agreed upon caseloads
- An increased workforce will require additional tasks associated with office space, office equipment, and the outfitting of agents with tools ranging from vehicles to badges

The AD, SS will be responsible for the implementation and monitoring of established PCR policies to ensure compliance, and will have the authority, through independent judgment, to broaden or narrow the policy applications beyond standard operating procedures, and for administering ongoing operations of the statewide support services programs. The administrative support activities are an integral component to the efficiency of the Division's sworn staff in meeting the Department's goal of effective supervision and rehabilitative strategies to successfully reintegrate the offenders into our communities.

The AD, SS will plan, organize, direct, and coordinate all program activities through subordinate non-sworn managers and has extensive involvement in program and policy formulation, implementation, and management. The AD, SS will coordinate numerous activities with:

- DAPO Regional Offices
- Office of Workforce Planning
- Office of Personnel Services
- Office of Peace Officer Selection
- Office of Business Services
- Division of Adult Institutions Case Records
- Office of Labor Relations
- Budget Management Branch

The AD, SS will formulate, provide interpretation of policies and procedures, and ensure that those policies and procedures are being followed by both DAPO headquarters and regional staff. The AD, SS, as a non-sworn CEA appointment, will direct non-sworn managers, thereby allowing the sworn Associate Directors within DAPO to focus on their programs and directing their sworn staff.

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 AD, SS will manage CDCR's PCR; a major function of the Department. The application of laws, rules, court orders, and Department policies ensure the offenders are given proper supervision terms. The AD, SS will develop, approve, and monitor PCR standards for the accurate calculation of release dates for inmates. This includes updating existing policies and procedures pertaining to PCR. The AD, SS will serve as the principle policy maker on parole supervision terms.

Errors in offender term calculations would result in:

- Lost jurisdiction, over detention, or early release of parolees
- Lawsuits or litigation against the Department
- Departmental liability when a parolee is involved in unlawful behavior in the community
- Negative media coverage resulting in public scrutiny of the Department's roles, responsibilities and actions

Record retention policy deficiencies could result in incomplete parolee histories available to agents and other law enforcement agencies investigating a parolee or former parolee. Parolees and former parolees who commit egregious offenses commonly become of interest to the media. As such, complete records and accurate handling of the parolees' case records are an important component of the Department's response to inquiries from the media, the Secretary's Office, the Governor's Office, the Legislature, etc.

The AD,SS will advise the Director, DAPO regarding essential program specific knowledge necessary to make key decisions related to PCR.

The AD, SS will serve as the subject matter expert working closely with the Division's Policy Unit in development and formulation of policies. For example, when there is new or modified legislation, Executive Orders, or court orders that impact parole supervision terms, the AD, SS will ensure procedures are developed to fully implement policies within the PCR Unit. The AD, SS will also monitor PCR's performance to validate the policies and procedures are applied accurately and consistently and in line with public safety.

The AD, SS will act as a primary high-level consultant to DAPO's Executive Management Team on a wide variety of administrative issues, including fiscal services, personnel services, and business services affecting DAPO. This will include developing and making broad policy recommendations in areas critical to DAPO's support functions. The AD, SS will be responsible for managing parole operation contracts for parole programs that affect parolee success while on parole, determine the need for additional staffing required for parole agents as the number of parolee population increases, formulating policies and procedures for DAPO field and headquarters operations, assisting with the planning and implementation of DAPO's training programs, and administrative functions related to the Basic Parole Agent Academy.

C. ROLE IN POLICY INFLUENCE (continued)

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

The AD, SS will provide managerial oversight to the Department's PCR Unit, responsible for the statewide policies relevant to the PCR Unit. All parolee case records are processed through DAPO HQ. The PCR Unit routinely interfaces with county courts, other state agencies, and national Interstate Compact Units.

The AD, SS will ensure and maintain statewide compliance regarding the interpretation and implementation of applicable laws and regulations related to parolee release dates, length of parole terms, and jurisdictional matters. The AD, SS will formulate and implement policy with new legislation, court order or Executive Orders having an impact on parolee case factors, sentences, calculations, and terms.

The AD, SS will provide oversight for development and management of DAPO's budget, including fleet management, contracts, budgets, and procurement functions. The AD, SS will provide policy decision and oversight of all internal fiscal control systems within DAPO.

The AD, SS will provide guidance and direction on policy related to personnel functions, space management, and telecommunications within DAPO. The AD, SS will be responsible for evaluating staff for special assignments, promotions, and succession planning, analyzing growth and identifying future staffing needs, and formulating policies and procedures for field and headquarters DAPO staff.

The AD, SS will advise and recommend effective courses of actions to DAPO executive management regarding budgetary issues including fiscal projections, budget change proposals, position allocations and budget allotments tied to parolee population, ongoing and future projects regarding staffing, office leases, fleet acquisition, distribution and usage, and contract initiation and management, and administrative functions related to Basic Parole Agent Academy. The AD, SS will resolve operational problems related to DAPO's PCR Unit, business, personnel, and fiscal services.

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

The AD, SS will be responsible for creating and implementing new policy related to the management of the PCR and the calculation of parole terms. Under the direction of the Assistant Deputy Director, the AD, SS will consult with the Office of Legislative Affairs regarding the interpretation of new legislation, Executive Orders, and court orders in order to develop DAPO PCR policy. The AD, SS will consult with management from the Enterprise Information Service on data network and system capabilities/limitations.

The AD, SS will advise the DAPO executive management team of findings and makes recommendations of new policy or changes to existing policy.

The AD, SS will direct the SS Unit and PCR Unit Managers on the implementation of all policies.