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A. GENERAL INFORMATION

1. Date

2023-11-29

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, Community Re-Entry

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

The proposed Assistant Deputy Director, Community Re-Entry will support the Division of Adult Parole Operations' mission of protecting the community and enhancing public safety by providing a high-level operational, administrative, and policy direction within Division headquarters. The ADD, Community Re-Entry is responsible for planning, organizing, and directing all statewide reentry coordination, adult programs, community transitions, parole automation, electronic monitoring, sex offender program, interstate compact and litigation units.

This role will represent DAPO and the Department in both state and federal jurisdictions, as well as attends meetings with internal and external stakeholders on departmental programs and matters, as they relate to parole issues.

6. Reports to: (Class Title/Level)

Deputy Director, Division of Adult Parole Operations (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, Community Re-Entry serves as the Department's subject matter expert and advises CDCR's executive management team on statewide and interstate reentry coordinator and community programs.

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) Community Re-Entry develop, implement, and provide high level operational and administrative oversight to statewide and interstate reentry coordination, adult programs, community programs, electronic monitoring, sex offender treatment, interstate compact and litigation; formulate statewide policies and procedures for the aforementioned programs. Analyze growth and future staffing needs; meet, coordinate, and maintain close liaison with members of the public and representatives of national, State and local governmental and law enforcement agencies, community groups related to released offenders and developing programs and services; meet with elected officials, the Judiciary, Chief Probation Officers, and the public regarding the establishment of new re-entry facilities, local treatment facilities, return-to-custody facilities, and substance abuse programs; coordinate, develop, implement, and direct new programs related to the diversion of parole violators; respond to media contacts regarding sensitive and public interest cases. Represent the Division at public hearings; address community groups, local governmental and law enforcement agencies, and the media regarding parole operations and programs; coordinate and collaborate on community re-entry programs and services with other CDCR divisions and the Board of Parole Hearings.

Plan, organize, and direct statewide parole policies and programs for adult felons and non-felons to include re-entry and parole supervision; review, formulate, interpret, and implement departmental policy for high level projects having broad impact across multiple programmatic areas; make 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; collaborate with the ADD, Field Operations to support the development of community-based resources to produce the greatest possible success in parolee re-entry into the community; establish standards and procedures for programs to ensure conformity to policies and legal requirements of CDCR, State control agencies, and the Board of Parole Hearings.

In collaboration with the ADD, Support and Compliance prepare, justify, and monitor budget proposals; collaborate with the ADD, Support and Compliance to plan and implement statewide training programs related to community re-entry, monitoring, sex offender treatment, and litigation matters; advise the Deputy Director, Executive Staff, and other departmental managers on matters concerning issues of significant adult parole policy impact; coordinate activities of the Division with other CDCR programs and the Board of Parole Hearings; represent the Deputy Director at conferences and hearings related to parole administration; participate in departmental discussions and deliberations pertaining to adult parole matters; confer with and direct other Division staff members in preparation of the budget; author, approve, and execute necessary adult parole operational orders, directives, and other documents.

Plan, organize, direct, and evaluate the work and performance of staff. This includes but is not limited to the following: Comply with state and federal laws, rules, regulations, bargaining unit contracts, and policies in all personnel practices, including, but not limited to: hiring, employee development, and management. Recruit, hire, train, develop, and provide leadership to a diverse staff. Monitor, evaluate, and create written performance appraisals of staff. Counsel staff and initiate disciplinary actions as necessary. Identify appropriate long-range plans and goals to address succession planning and knowledge transfer.

Perform administrative duties including, but not limited to: adhere to Department policies, rules and procedures; submit administrative requests including leave, travel, and training in a timely and appropriate manner; accurately report time, and submit timesheets 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 parolees in their effort to successfully reintegrate into the community.

In alignment with CDCR's commitment to enhance public safety and promote successful community reintegration through education, treatment and active participation in rehabilitative and restorative justice programs, the ADD, Community Re-Entry will formulate policies and procedures to promote this vision within the statewide adult parole program. These parole programs will provide guided opportunities for parolees' successful reintegration into the community.

Preparation for parole begins in the institution prior to release and with inmates taking early responsibility for their own parole release plans. The ADD, Community Re-Entry plays an intricate role in developing the policies and setting standards for parole release plans. Employment, housing, and family support resources are the foundations upon which successful reintegration must be built. The proposed ADD, Community Re-Entry has regular involvement in the establishment of these resources for parolees. The ADD, Community Re-Entry also supports DAPO's mission through ensuring standardization and consistency with the execution of parole programs. They develop policies and procedures to support organizational integrity and clarity of work roles that enhances the accomplishment of our mission.

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 parolee population to DAPO staff. DAPO recently experienced a funding change in the 2023-2024 budget because of the decline in the parolee population. As a result of this funding change and the need to re-evaluate DAPO's organizational structure, CDCR hired a Special Consultant in early 2023 to evaluate and make recommendations for DAPO's organizational structure. The Special Consultant, with Executive Leadership support, recommended a divisional re-organization that streamlined and reduced the number of leadership positions within DAPO. One of the major changes was streamlining clinical functions into a Behavioral Health Reintegration (BHR) Unit.

As a result, DAPO is proposing to remove the clinical functions from the current Assistant Deputy Director (ADD), Re-Entry and Clinical Services CEA concept and move them to the BHR Unit. By allocating the clinical functions to the BHR Unit, the proposed ADD, Community Re-Entry will solely focus on community re-entry efforts, supporting parolee supervision through statewide and interstate re-entry, coordination, community programs, electronic monitoring, sex-offender treatment, and litigation related to class action lawsuits.

With the anticipated closure of the Division of Juvenile Justice (DJJ) on June 30, 2023, per SB 823, CDCR DAPO took on the management and oversight of Pine Grove Youth Conservation Camp in January 2023. Pine Grove Youth Conservation Camp now functions under DAPO's oversight and is under contractual agreements between counties and CDCR. Pine Grove Youth Conservation Camp is the oldest continuously operating fire camp in California and provides training for up to 100 male youth aged 18 and older. The youth are certified to engage in wildland firefighting operations by CAL FIRE. Additionally, as a result of DJJ's closure, DAPO has had to develop transitional programs for young adults ages 18-25. DAPO is charged with developing multiple youth offender programs to transition the youth in this age group back out to society. These programs include but are not limited to: educational, job training, and behavioral management training. Both of these additional programs inherited from DJJ has increased workload for DAPO and is proposed to be under the leadership of the ADD, Community Re-Entry.

Additionally, there are two new large strategic initiatives that were implemented in 2023 that impact DAPO's Community Re-Entry branch and its workload – The California (CA) Model and California Advancing and Innovating Medi-Cal (CalAIM).

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 staff-inmate communication, 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 implementation of CDCR's CA Model requires new policy development related to operational caseload for parole units and the support model that aims to foster parolee connections, provide resources, offer career, and job services, etc. with the intent to successfully rehabilitate into California communities.

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 the ADD, Community Re-Entry to develop policy that supports CalAIM initiatives by ensuring a successful transition of parolees eligible for CalAIM program services from pre-release to post-release.

In addition to the changes in departmental needs, the two statewide initiatives, the CA Model and CalAIM, serves to substantiate even more need for the ADD, Community Re-Entry to increase the attention on parolee re-integration and public safety.

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 ADD, Community Re-Entry will be the principle policy maker over the following statewide policy areas:

1. Parolee Reintegration

The ADD, Community Re-Entry will be responsible for formulating and implementing departmental policies, rules, regulations, and guidelines as they relate to the administration and operation of the statewide parolee reintegration. As part of these responsibilities, the ADD, Community Re-Entry will develop the policies to implement Senate Bill 118 and Assembly Bill 1304 as well as the processes and programs for parolees to earn discharge from parole as these laws intend. The ADD, Community Re-Entry will oversee and formulate the policies and procedures for the programs and functions to include but are not limited to the DAPO's reentry coordination and parolee case management, adult programs including sex offender and drug treatments, community transitions including employment and housing, parole automation, electronic monitoring, and sex offender monitoring. The ADD, Community Re-Entry will also plan and implement statewide adult parole program policies resulting from future legislative requirements and state and federal law mandates.

2. Parolee Training

The ADD, Community Re-Entry will also develop, expand, and implement new or modified adult program and re-entry activities and policies which include the firefighter training program to help realize the goals with the passage of Assembly Bill 2147.

3. Electronic Monitoring/Sex Offender Unit

The ADD, Community Re-Entry will ensure consistency and uniformity in the development, implementation, and management of these policies and procedures and will provide direction to Division programs that have statewide impact such as electronic monitoring and sex offender monitoring.

4. Parole Litigation Management

The ADD, Community Re-Entry oversees the Parole Litigation Management unit that handles class action lawsuits that are related to Armstrong and Clark cases that affect parolees under the Americans with Disabilities Act. The ADD, Community Re-Entry works heavily with plaintiffs and consults with CDCR's Office of Legal Affairs about policies that govern the parolees under these units.

5. Interstate Compact Unit

The ADD, Community Re-Entry oversees the supervision of parolees out of state and parolees who enter California. This includes a working partnership with other states, where the ADD, Community Re-Entry represents the Department for policy setting authority.

6. Warrant Unit

The ADD, Community Re-Entry plays an intricate role in the safety of the public by ensuring parolees are abiding by the law and actively implementing response efforts to parolees who pose a threat to society. An example would be if a parolee absconded, the parole agent will request a warrant for their arrest. The ADD, Community Re-Entry is responsible for the Warrant Unit where such policies are created and executed.

C. ROLE IN POLICY INFLUENCE (continued)

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

The ADD, Community Re-Entry will report to the Deputy Director, DAPO and will exercise high level policy making authority for statewide programs and program support functions to include re-entry coordination, adult programs, community transition, parole automation, electronic monitoring, and sex offender program.

As stated previously, the ADD, Community Re-Entry will formulate and implement policies for the parole automation unit which manages the technological tools used by parole agents statewide including GPS monitoring, the Parole Violation Decision Making Instrument, and the Parole Violation Disposition Tracking System. The position will also play a key role in developing the policies to implement new technological tools used by staff statewide including the implementation of DAPO's Agent Mobile Office.

Decisions made by the ADD, Community Re-Entry are far-reaching and directly impact adult institutions, inmates, inmate families, parole operations, parolees, parolee 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, Community Re-Entry is responsible for developing and implementing policy for statewide and interstate re-entry, coordination, community programs, electronic monitoring, sex-offender treatment, and litigation related to class action mandates. The ADD, Community Re-Entry will also be responsible for revising, interpreting, and implementing existing policy.