

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

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, Field Operations

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, Field Operations 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 to the statewide field operations. 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, Field Operations serves as the Department's subject matter expert and advises CDCR's executive management team on statewide parole operations.

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 develop, implement, and provide high level operational and administrative oversight on statewide parole operations to field operations staff; formulate policies and procedures for field operations; analyze growth and future staffing needs; meet, coordinate, and maintain close liaison with local law enforcement agencies and superior and federal courts in carrying out court-mandated due process procedures related to released offenders; meet with elected officials, the Judiciary, Chief Probation Officers, and the public regarding the establishment of parole units; coordinate with courts and county agencies regarding the use of 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.

Establish policies, procedures, and evidence-based standards for 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, Community Re-Entry on the development of community-based resources in order to effect the greatest possible success in parolee reentry into the community.

Partner with the ADD, Support and Compliance to prepare, justify, and monitor budget proposals; collaborate with the ADD, Support and Compliance on the planning and implementation of training programs in the field offices; represent the Deputy Director at conferences and hearings related to parole operations as required; attend and participate, on behalf of the DAPO Director, on boards and in selected internal and external advisory committee, local government, and departmental divisional meetings; meet 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; travel to field parole offices to ensure consistent application of policies and procedures in all parole units and standardization of operations.

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.

As a member of DAPO's executive staff, the ADD, Field Operations plays a critical role in the operational functions of statewide parole units. This position is responsible for the implementation of the policies and programs for the field as it relates to departmental mission accomplishment. The ADD, Field Operations will incorporate duties from the Regional Parole Administrator for both the Northern and Southern Regions, which will bring the focus of field operations under one umbrella. This concept revision will also support the Department's mission to create more effective parole supervision throughout the state because the ADD, Field Operations holds a high-level of policymaking and has regular involvement in the establishment of procedures and evidence-based standards for parole supervision. This role is responsible for directing and implementing policy decisions, procedures, and priorities for the entire state which will provide consistency and ensure field operations staff are in compliance with governmental regulations. They develop alternative measures in response to serious overcrowding within the state prison and county jail system, and ensure legislative and court mandates are successfully carried out, all of which directly relates to CDCR's 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 to streamline all statewide parole operations under one leader.

DAPO is currently divided geographically into two regions, Northern and Southern. Combined, DAPO has more than 110 parole units located throughout the State. The field parole units supervise the adult offenders subject to State supervised parole, as well as those currently serving their sentences in an alternative custody program, and adult offenders released on medical parole. Due to the decline in the parolee population and to ensure consistency in statewide field operations, DAPO is proposing to combine its current Northern and Southern Regions to one statewide Field Operations branch. To reflect this change, we are revising the current Regional Parole Administrator, Northern Region CEA concept and proposing the Assistant Deputy Director (ADD), Field Operations, which will bring statewide parole operations under one umbrella. This revision will also further divide the state from two regions into four regions: northern, central, southern, and central southeastern. Not only will this regional division provide for better coordination of resources to parolees, it will also support the Department's mission to create more effective parole supervision statewide. The duties and oversight of the Regional Parole Administrator, Southern Region CEA concept, of which is currently vacant, will be incorporated into the ADD, Field Operations position and will remain vacant for the foreseeable future while we evaluate the operations under this new organizational structure.

Additionally, there are two new large strategic initiatives that were implemented in 2023 that impact statewide parole operations 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 offenders back 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 parole operations to support CalAIM initiatives by ensuring parolees are kept informed of their rights, benefits, medical appointments and needs, while on parole.

With these two new strategic initiatives, the importance of streamlining leadership over statewide parole operations to one position is that much more imperative.

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, Field Operations will be the principle policy maker over the following statewide policy areas:

1. Parole Field Operations

The ADD, Field Operations has a direct role in the formulation and implementation of policies and procedures for field operations. The ADD, Field Operations 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 is responsible for overseeing all parole units statewide. The ADD, Field Operations has authority over the planning and implementation of training programs conducted at field offices. The ADD, Field Operations 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. Parolee Supervision

The ADD, Field Operations 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 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 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. The ADD, Field Operations 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. Parolee Violations

The ADD, Field Operations is responsible for coordinating, developing, implementing, and directing new programs related to the diversion of parole violators. The ADD, Field Operations 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 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 exercises high-level policy and decision-making authority, as this position independently directs all day-to day activities of the Statewide field operations; 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 exerts major influence on the setting of field operations policy and is the principal policymaker responsible for developing, recommending, and overseeing the implementation of statewide policies and procedures governing the operation of parole units to ensure consistent application of statewide standards critical to the Department's mission. Since inmates and parolees 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 CDCR inmates/parolees 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.

Legislative interest with respect to prison 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 has overall responsibility for the control of information to each entity.

Decisions made by the ADD, Field Operations 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, Field Operations is responsible for developing and implementing policy for statewide parole operations. The ADD, Field Operations will also be responsible for revising, interpreting, and implementing existing policy.