

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

November 29,
2023

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, Support and Compliance

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 (ADD), Support and Compliance provides high-level operational, administrative, and policy direction to the headquarters administrative, policy, training, and compliance operations. This role oversees all support services units and represents DAPO, as well as the Department, in both state and federal jurisdictions; advises the Director, DAPO and Deputy Director, DAPO, and as appropriate, the Undersecretary, Operations, and members of the Board of Parole Hearings 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, Support and Compliance serves as the Department's subject matter expert and advises CDCR's executive management team on statewide parole support functions and compliance guidelines.

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), Support and Compliance will develop, implement, and provide high level operational and administrative oversight on statewide administrative, policy, training, parolee apprehension, intelligence, and compliance operations; formulate policies and procedures for statewide operations; 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, 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 and the ADD, Field Operations to support the development of community-based resources in order to create the greatest possible success in parolee reentry into the community.

Prepare, justify, and monitor budget proposals; develop, plan and implement statewide training programs; 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; advises the Director and Deputy Director, DAPO, and as appropriate, the Undersecretary, Operations, and members of the Board of Parole Hearings; travel statewide to ensure consistent application of policies and procedures in all administrative, training, community compliance, court compliance 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: CDCR's mission 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 is committed to helping CDCR reach this 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. DAPO offers a wide range of programs and services and utilizes evidence-based tools to effect long-term behavior change for parolees to earn an opportunity to discharge. The goal is to maintain gains during their parole period that will extend to post supervision. DAPO supervises the most serious and violent offenders in the state. The diverse population includes but is not limited to sex offenders, gang offenders, long-term offenders, mentally ill offenders, and Armstrong class members.

The ADD, Support and Compliance, will reinforce this mission by providing high-level operational, administrative, and policy direction to the headquarters administrative, policy, training, and compliance operations. These functions ensure that CDCR's parole operations are in compliance with all laws, rules, and regulations, as well as ensure that CDCR's parole staff are equipped to best serve our parole population, with the ultimate goal of facilitating their successful reintegration to their local communities.

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 the focus of all support services and compliance under one branch.

The DAPO Division headquarters provides statewide oversight, while the Regional Administrators are responsible for the day to day operations related to the supervision of adult parolees. DAPO is proposing to revise the current Regional Parole Administrator, Headquarters to the proposed ADD, Support and Compliance, to bring the focus solely on support services and compliant operations within the division.

The ADD, Support and Compliance is responsible for administering ongoing operations of support service programs assigned to units statewide. The ADD, Support and Compliance formulates policies and procedures for statewide operations. Additionally, the ADD, Support and Compliance provides interpretation of policies and procedures and ensures that both headquarters and regional units are in compliance with these regulations.

Additionally, there are two new large strategic initiatives that were implemented in 2023 that impact statewide parole support services, compliance requirements and the workload of the Support and Compliance branch— 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 support services and compliance processes 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.

The ADD, Support and Compliance supports the CalAIM initiative through oversight of the transitional care management program. This part of the program ensures that offenders are being released with their benefits, both medical and financial. Through a contractual agreement with UC San Diego, pre- and post-graduate students assist inmates with applying for medical benefits, veteran benefits, and social security benefits to ensure inmates are receiving the quality care their health requires, leading to a warmer hand-off back into society.

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, Support and Compliance will be the principle policy maker over the following statewide policy areas:

1. Public Safety

The ADD, Support and Compliance oversees the Community Compliance and Intelligence Unit whose mission is returning parolees who have absconded to parole supervision and obtaining custody of those who pose a threat to public safety. The Community Compliance and Intelligence Unit is the apprehension team and various task forces (Sexual Assault Felony Enforcement, Organized Crime, Internet Crimes Against Children, Homeland Security) that works with different law enforcement agencies like the FBI, local and county law enforcement. They are a team of specialized agents and are involved in statewide parolee intelligence monitoring and apprehension. The ADD, Support and Compliance oversees this unit and plays a key role in the decision-making by creating policy that directs the operations for this unit, which ultimately affect the safety of our communities.

2. DAPO Training

The ADD, Support and Compliance oversees and sets policy for the Division Training Unit which is responsible for all statewide training for parole agent academies and continued professional training for parole agents and leadership positions.

3. Parole Case Records

The ADD, Support and Compliance is responsible for the oversight, leadership, and policy setting as it relates to how the division and the department intake, process, store, and utilize parole case records.

4. Court Compliance

The ADD, Support and Compliance plays a key role in formulating policy related to how DAPO partners directly with the courts and jails, which include court walkovers and overseeing offenders who never serve a sentence in prison. The Court Compliance Unit performs a critical role in the parole process, as it is responsible for the oversight of duties related to the compliance with court mandates set forth in the *Armstrong v. Newsom* permanent injunction and Armstrong County Jail Order.

5. Transitional Care Management

The ADD, Support and Compliance has oversight of and sets policy for Transitional Care Management related to the CalAIM initiative, which is where offenders are preparing for their release back to society by signing up and obtaining medical and financial benefits, as appropriate. Policy making responsibilities include but are not limited to benefit application process, compliance, contractual agreements related to facilitating the requirements of the CalAIM program, and related policy that ultimately ensure inmates are receiving the quality care, resources, and benefits they require, leading to a warmer hand-off back into society.

C. ROLE IN POLICY INFLUENCE (continued)

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

The ADD, Support and Compliance position exercises high-level policy and decision-making authority for the various, critical parole support services and for the complex compliance requirements related to statewide parole.

Decisions made by the ADD, Support and Compliance 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. Additionally, the consequence of error for the ADD, Support and Compliance's policy decisions is significantly high.

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

The ADD, Support and Compliance is responsible for developing and implementing policy for all support functions for the division which include budget, personnel, and parole case records. They develop, implement, and provide high level operational and administrative oversight on statewide administrative, policy, training, parolee apprehension, intelligence, and compliance operations.

The ADD, Support and Compliance will also be responsible for revising, interpreting, and implementing existing policy.