

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

August 5, 2019

2. Department

Department of Youth and Community Restoration

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

Division of Juvenile Justice

4. CEA Position Title

Deputy Director of Youth Development and Transition Services

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

The Department of Corrections and Rehabilitation proposes to allocate the above position to a CEA category Level B within the Division of Juvenile Justice. The Deputy Director of Youth Development and Transition Services will be responsible for leadership and direction for the education, vocation/career technology and college instruction programs. This Deputy Director will also be responsible for the areas of community partnership, family engagement and re-entry transition services. All of these areas are essential in assisting youth in a successful transition back their communities and are areas in which the Department will enhance.

6. Reports to: (Class Title/Level)

Chief Deputy Director

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):

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 Deputy Director of Youth Development and Transition Services Division will be responsible for the leadership and direction for the education, vocation/career technology and college instruction programs within the Division of Juvenile Justice (DJJ). Specifically, this Deputy Director will:

- Issue policies relating to the education program and ensures compliance with those policies.
- Maintain standards for educational programs, staffing and expected outputs.
- Allocate resources and ensure accountability for the use of the resources.
- Provide oversight and analysis of program budget as well as advise and recommend effective courses of action to executive management regarding program budgetary issues including:

1. fiscal projections
2. budget change proposals
3. position allocations
4. budget allotments

- Supervise the Assistant Superintendents, Supervisors of Correctional Education Programs at the DJJ high schools.
- Develop, implement and evaluate career technical education programs.
- Oversee college education programs.
- Consult with campus superintendents, the other Deputy Directors, Chief Deputy Director and Director on matters related to education.
- Consult with the State Department of Education and other state, federal and local agencies on matters concerning the administration of the education program.
- Represent the DJJ in education matters before legislature, committees and commissions.

This Deputy Director will also be responsible for the areas of community partnership, family engagement, religious services, victims and survivors' services as well as re-entry/transition services. Specifically, this Deputy Director will:

- Build cooperation and collaboration between the DJJ, county probation departments, community partners and agencies to implement and/or enhance and support programs and the re-entry/transition process for youth returning to their communities; oversee and monitor all re-entry/transition services provided on each campus
- Oversee and monitor all departmental religious services and programs ensuring programs are provided for various faith groups.
- Oversee and monitor all victim services ensuring victims are appropriately notified of hearings and release of youth
- Oversee and monitor the victim restitution program ensuring restitution is collected from youth per court orders and dispersed to victims.

All these areas are essential in assisting youth in gaining education and skills to aide in a successful transition back their communities and are areas in which the Department will enhance as transitioning to the new agency.

**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 Deputy Director of Youth Development and Transitions Services is responsible for statewide policy development, recommendations and operational performance of functions that are critical to the success of the DJJ' s mission and the new Department of Youth and Community Restoration (DYCR). The Deputy Director is directly responsible for statewide education services, including high school, vocational and college, provided to the youth in DJJ. Youth successful in education will have developed protective factors to help deter recidivism. In addition, this Deputy Director will also develop, implement and be responsible statewide for the areas of religious services, community partnership, family engagement and re-entry/transition services.

The adolescent brain develops in response to experiences with caregivers, family, and the community, and the quality of those experiences affect whether a child will develop a strong or weak foundation for all future learning, behavior, and health. (Center on the Developing Child at Harvard University, 2007). While some of these areas are new to the department, all these areas are essential in assisting youth in a successful transition back their communities and are areas in which the Department will enhance. As with education, research has shown that youth who develop strong protective factors in the areas above are less likely to re-offend which is directly related to the department'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.

The Governor's 2019-2020 Budget Summary included a proposal to move the Division of Juvenile Justice from the California Department of Corrections and Rehabilitation and establish a new department under the California Health and Human Services Agency.

Over the past few decades, research on what works to improve juvenile justice outcomes has grown. This body of research has provided a framework for reform, enhancements, or refinement of current systems, highlighting the important need to distinguish between adult corrections and juvenile strategies. Most importantly highlighting that an overreliance on get-tough polices and altering the juvenile justice system to become more "adult-like" is not effective in promoting change or reducing recidivism.

Beyond the challenges of typical adolescent development, a growing body of research also indicates that maltreatment can alter brain functioning and consequently affect mental, emotional, and behavioral development. The brain develops in response to experiences with caregivers, family, and the community, and the quality of those experiences affect whether a child will develop a strong or weak foundation for all future learning, behavior, and health. (Center on the Developing Child at Harvard University, 2007) A traumatic experience such as abuse or neglect can profoundly impact a child's brain development. The term Complex Trauma is used to describe a child's exposure to multiple traumatic events, typically interpersonal trauma, and the long-term impact of this exposure is chronic, severe, and typically at the hands of caregivers during key stages of development. Complex Trauma has a profound effect on development, behavior, emotional functioning, cognition, and relationships.

Adolescents involved in the juvenile justice system need caring adults to support them in internalizing information, learning from their experiences as well as to provide the resources needed for them to develop into healthy and successful adults.

Moving the DJJ under CHHS better aligns with DJJ's rehabilitative mission and its core values of providing trauma-informed and developmentally appropriate services to youth and young adults in California's state juvenile justice system in order to support a youth's transition into the community and prevent them from entering the adult system.

The Deputy Director of Youth Development and Transition Services will provide leadership and direction for the education, vocation/career technology and college instruction programs. This Deputy Director will also be responsible for the critical areas of community partnership, family engagement and re-entry transition services. All of these areas are essential in assisting youth in a successful transition back their communities and are areas in which the Department will enhance.

### **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 Deputy Director of Youth Development and Transitions Services will be the principle policy maker for the department in all areas related to education, vocational training, community partnerships, family engagement, re-entry and transition services as well victims and survivors' services. These areas are critical in supporting and assisting youth in a successful transition back to their communities. A few examples of specific policy areas the Deputy Director is responsible for include:

- Directing and overseeing the development of family issues with the youth (e.g. Phone calls, property, visiting). These are policy families care about for their youth.
- Overseeing and developing new policy related to re-entry for youth in both Community and families. Enhancing the community and family involvement in the treatment of the youth is critical for the new department mission
- Responsibility for creating new volunteer policies as well as enhance current policies about the interaction of volunteers. This position will be important to connect volunteers to the treatment and growth of our youth.
- Overseeing and guiding the development of career training education polices and opportunities for the youth who have graduated from high school. As youth graduate for high school, there is more need for further vocational education training to teach new job skills that will help youth reenter the community.

The Department operates its' own school district which is governed by State and Federal laws and guidelines. It will be critical that during the transition of the Division of Juvenile Justice (DJJ) to a new agency, that policies, regulations and laws continued to be adhered to.

The Deputy Director of Youth Development and Transition Services will also serve as a subject matter expert working closely with the Department's policy unit in the development, enhancement or revision of policies related to religious services and youth work programs (Free Venture).

Finally, the Deputy Director of Youth Development and Transition Services will play a pivotal role in the transition process for DJJ from the California Department of Corrections and Rehabilitation to the California Health and Human Services Agency, providing expertise, feedback and strategic guidance to help meet the new Department's current and future needs.

**C. ROLE IN POLICY INFLUENCE (continued)**

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

The Deputy Director of Youth Treatment and Transition Services Division will exercise decision-making authority in all areas related to youth education, vocational training and college program services. This authority will also include the formulation, recommendation and implementation of laws and polices related to youth education.

This Deputy Director will also be responsible for planning, organizing and evaluating several other program areas related to the positive development and enrichment youth. These program areas include community partnerships, family engagement, religious services, victim and survivor services as well transition/re-entry services.

A key role of this Deputy Director will be to serve as statewide representative of the department when developing and nurturing community partnerships to enhance youth, family, victims and volunteer services. Decision made by this Deputy Director will directly impact the reputation and credibility of the department.

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

Due to the transition and establishment of a new department, this Deputy Director will develop, revise, enhance and implement new policies. As the new department transitions, many policy decisions will need to be made and implemented. This Deputy Director will be required to collaborate with outside entities to ensure polices developed serve not only the department's stakeholders, but benefit the youth as well. This Deputy Director will also advise the executive management team of potential partnerships and make recommendations for new programs, services and policies.