
California Department of Corrections and Rehabilitation



Written Testimony
to
Little Hoover Commission

CORRECTIONAL SYSTEM REFORM

October 2006

**California Department of Corrections and Rehabilitation
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Executive Summary

In July of 2004, Governor Arnold Schwarzenegger commissioned a comprehensive review of the California correctional system when he appointed an Independent Review Panel (IRP) to make recommendations for reforming the Youth and Adult Correctional Agency (YACA). Chaired by former Governor George Deukmejian, the IRP ultimately provided the Governor and policymakers with 239 recommendations for improving the state-level criminal and juvenile justice system.

Key among these recommendations was the need to reorganize YACA and the many departments, boards, and commissions reporting to it, and to adopt the concept of increasing rehabilitative services for adult and juvenile offenders. As a result of these recommendations, YACA embarked on a plan to develop the first-ever agency-wide strategic plan, and also began its plans for reorganization. The goal of the reorganization was to provide a more effective and efficient organizational structure that would better meet the needs of adult and juvenile offenders and in turn provide greater public safety within California's communities.

During his state-of-the-State address in January 2005, the Governor announced his plan for reorganization of YACA, which was introduced as the Governor's Reorganization Plan #1, and was submitted to the Little Hoover Commission on January 6, 2005.

In reviewing this plan, the Commission conducted a public hearing and took testimony over a two-day period on January 26 and 27, 2005. In its letter to the Governor and legislative leadership dated February 23, 2005, the Commission recommended that the Legislature allow the plan to go into effect, but to continue to work to solve problems not solved by the reorganization plan. Key to the Commission's concerns was the need to keep state-level juvenile justice as an independent body, so as not be overrun by the larger adult system. Other concerns raised by the Commission included the need for providing additional program opportunities for inmates and parolees, and the need for information technology systems to better manage the Department's processes.

As a result of the Commission's recommendations, SB 737 was introduced by Senator Gloria Romero and was subsequently passed by both houses of the Legislature and signed into law by the Governor. The newly-formed Department of Corrections and Rehabilitation was established effective July 1, 2005 and included many of the recommendations of concern to the Commission, including the separation of the state-level juvenile justice system now known as the Division of Juvenile Justice.

In addition to the recommendations contained in the letter to the Governor, the Commission reiterated that the success of the Department's reorganization would depend on how well the plan was implemented, and that there would be a need for continued support and oversight from policymakers and stakeholders.

In closing, the Commission stated that it would review the Department's progress in moving forward on its reforms within a year's time, and would focus on issues of importance in improving both its adult and juvenile justice systems.

Included in the following sections of the Department's written testimony are the four key areas the Commission stated in its letter to James E. Tilton, Secretary, that it will focus on: the Department's Strategic Plan and Performance Measures, Parole Reform, Juvenile Justice Reform, and Gender Responsive Strategies. Prior to these sections, the Department has provided a short, concise picture of the profile of offenders in California prisons along with how California compares to the rest of the nation.

The section on the Strategic Plan provides the Commission with a status of each of the Department's seven strategic goals, and the strategies and objectives under those goals. Information is included that provides the Commission with those strategies and objectives that have been completed, those that are in progress, and those pending for reasons such as funding or policy decisions yet to be made. Also included is a description of the Department's current efforts towards measuring its performance on a regular basis through the use of "Compstat". Finally, the Department has included a copy of the most recent organization chart, along with brief biographies of the Department's appointees.

The section on Parole Reform includes information on the progress the Department has made in providing improved programs and services for inmates and parolees, with the goal towards improving outcomes for offenders upon their return to society. Key to this section is the recent approval in the Budget Act of 2006 of \$52.8 million targeted at implementing new or expanded recidivism reduction strategies. With the use of this funding, the Department is moving towards an integrated system of offender needs-based program options comprised of a continuum of proven services.

Juvenile Justice Reform is covered in the next section. This section provides the most recent information on the efforts of the Division of Juvenile Justice to comply with the consent decree as a result of the Farrell lawsuit. Most importantly, as of August 2006, all six of the required remedial plans have been filed with the court, with some of those reports being prepared in conjunction with national experts who have, through their participation, added additional objective credibility to the Division's reform efforts.

The final section covers the progress of the Department's Gender-Response Strategies. With the assistance of many stakeholders, including members of the Commission, the Department has made significant strides towards improving its response to the needs of female offenders and parolees. Through the hard work of all participants, the Department's Female Offender Reform initiative is beginning to gain National recognition.

The Department would like to thank the Commission for its continued support and active participation in helping to move California forward in its reform of the criminal and juvenile justice system. There is still much work to be done, and it can only be accomplished through the guidance, support, and efforts from those stakeholders who are key to transforming California's justice system into one that can be a model for the rest of the nation.

California Department of Corrections and Rehabilitation
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Who's in Prison and CDCR Facts

In Calendar Year 2006, the California Department of Corrections and Rehabilitation (CDCR) reached a record level of overcrowding when it surpassed 172,000 inmates. The following information provides an overview of who makes up the prison population, along with important facts regarding CDCR. Much of the information provided below are excerpts from the recently published report by Dr. Joan Petersilia entitled, *Understanding Corrections*. We would like to thank Dr. Petersilia for the time and effort put forth in producing this report in order to provide state policymakers with facts regarding the criminal justice and state prison population in California.

Prison Population, Incarceration Rates, and Crime Rates—California in Perspective

- Of the over 172,000 inmates, approximately 160,000 are males and 12,000 females. They are housed in 33 institutions, 40 camps, and 12 community correctional centers throughout the state.
- Most offenders who commit crimes in California do not go to prison. For every 100 reported serious crimes, only 5 offenders are sentenced to state prison.
- California's incarceration rate is only slightly above the national average. In 2004, California's rate of incarceration per 100,000 population was 456, while the national average was 432. In addition, while California's incarceration peaked in 1998, it has declined over the last eight years.
- California's crime rate is slightly below the national average. In 2003, California's crime rate per 100,000 population was 4,004, while the national average was 4,063.
- In terms of persons under correctional control in California, the rate per 100,000 population is 2,791, while the rest of the nation averages 3,042.
- California's cost of housing an inmate is on the high end compared to national averages. In 2004, the average cost of housing a prisoner in California was \$30,929, while the average for the rest of the nation was \$23,397.
- For those persons who are determinately sentenced by the court and admitted to state prison in 2005 (were not sentenced to a life term), over 85,000 felons were sentenced for crimes against a person, over 36,000 for

property offenses, over 35,000 for drug offenses, and almost 13,000 for other offenses. In terms of these property offenders, almost 7,000 had one prior conviction for a serious or violent felony—6,000 had two or more prior convictions for a violent or serious felony. In terms of the drug offenders, 7,000 had one prior conviction for a serious or violent felony—5,000 had two or more prior convictions for a serious or violent felony.

- In terms of long term trends, the 66 percent overall increase in the growth of the California prison population since 1994 is the result of violent crimes, whereas only 10.4 percent was due to drug related offenses.
- In its 1997 report entitled the Survey of Inmates in State and Federal Correctional Facilities conducted by the Bureau of Justice Statistics, it determined that 19 percent of California prisoners were “first termers” who had not been sentenced previously to probation, jail, or prison. This was slightly lower than the 24 percent national average. Forty-seven percent of California prisoners had been sentenced for a current or previous violent crime, and 14 percent had at least two prison commitments for violent crime.

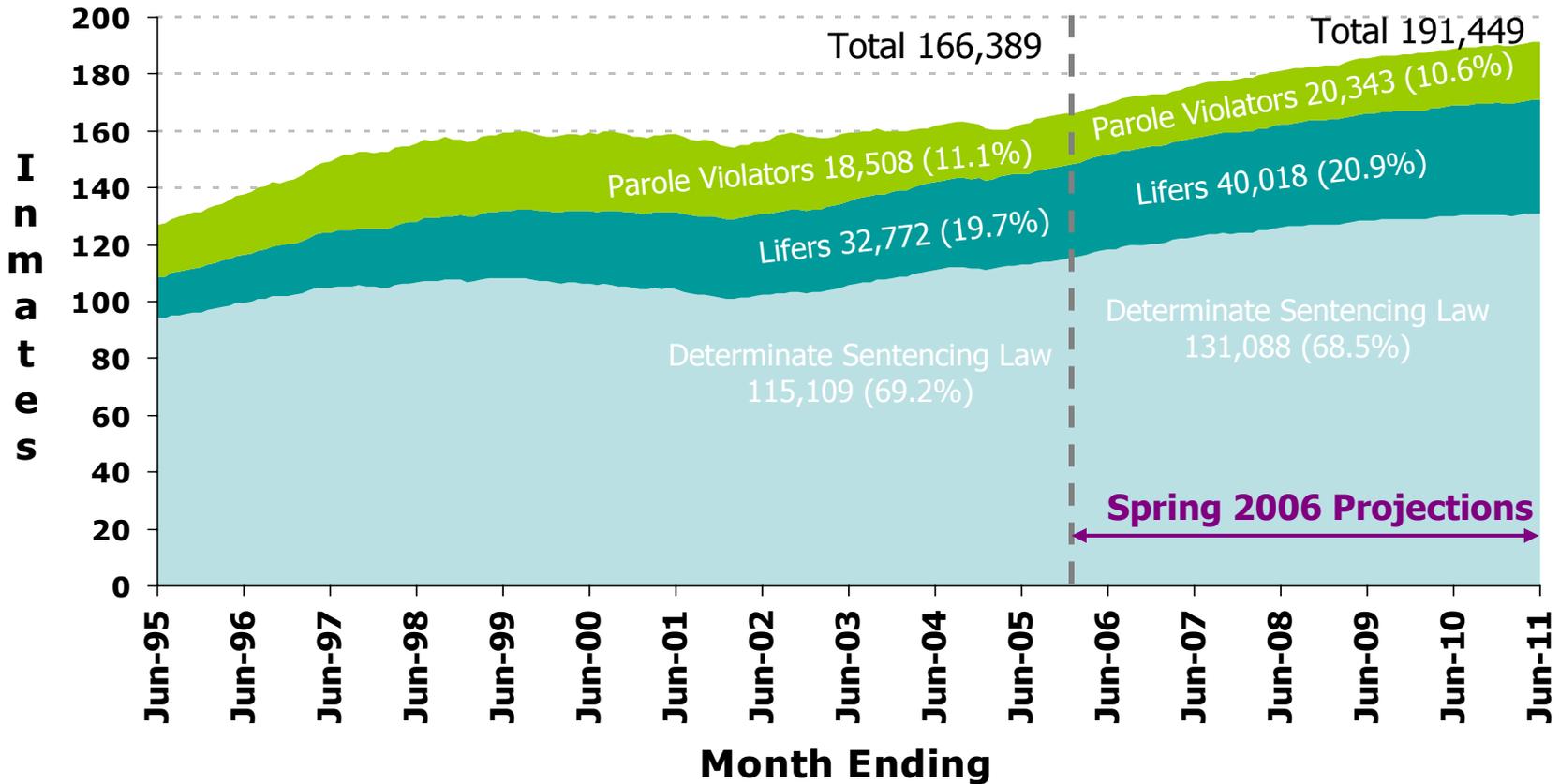
Parole Violators within the California Prison System

- In 2005, California’s yearly admissions for prisoners sentenced by the court was 70,573, while the Department administratively returned 61,999 parole violators.
- However, because these parole violators serve relatively short terms upon return, at any given time they make up approximately 18,000 offenders, or 11 percent of the total inmate population.
- In terms of future trends, the Department ‘s projections show that the growth in population will be by persons serving life terms, while parole violators as a percentage of the population will decline. The chart on the next page depicts the trend through June 2011.
- Of the parole violators returned administratively by the Department, however, 82 percent of the returns involved criminal conduct. As a result, only 3,000 offenders at any given time within the prison population are true “technical” violators. In addition, 2,000 of these 3,000 “technical” violators are returned to prison as a result of an arrest by parole or local law enforcement authorities for absconding while on parole—an arrest that is mandated by law. For detail on the specific breakdown, see the charts provided in the next pages.

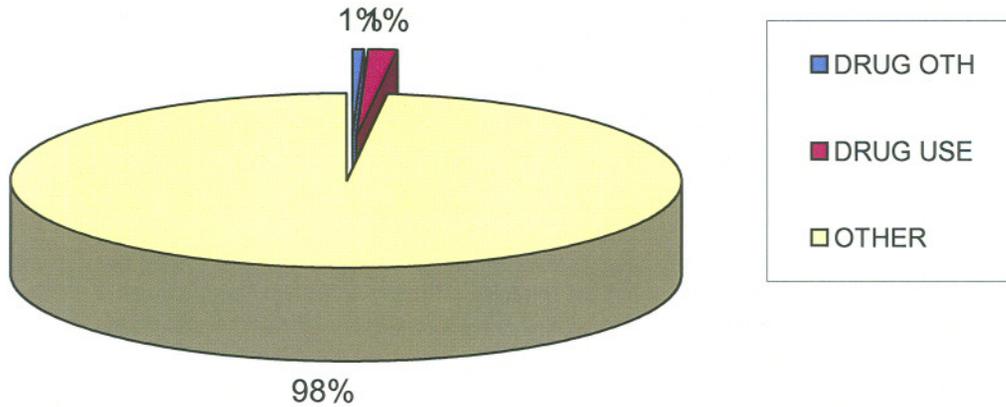
The importance of this data is clear—there are many misconceptions and inaccuracies regarding the makeup of the California prison system. Although California’s prison system is the largest in the nation, the data show that in comparative terms, California is generally at or near the national average in terms of its inmate population. In addition, the majority of prisoners in California’s prison system are there for serious and violent crimes, and the percentage is projected to grow even greater over time. Finally, although California administratively returns a significant number of parole violators every year, the actual percentage of these parole violators in the prison system on any given day is significantly small, and of those, the overwhelming majority were returned to prison for criminal conduct that for various reasons did not result in a new conviction and sentence by the court.

Felon Institution Population by Sentencing Status

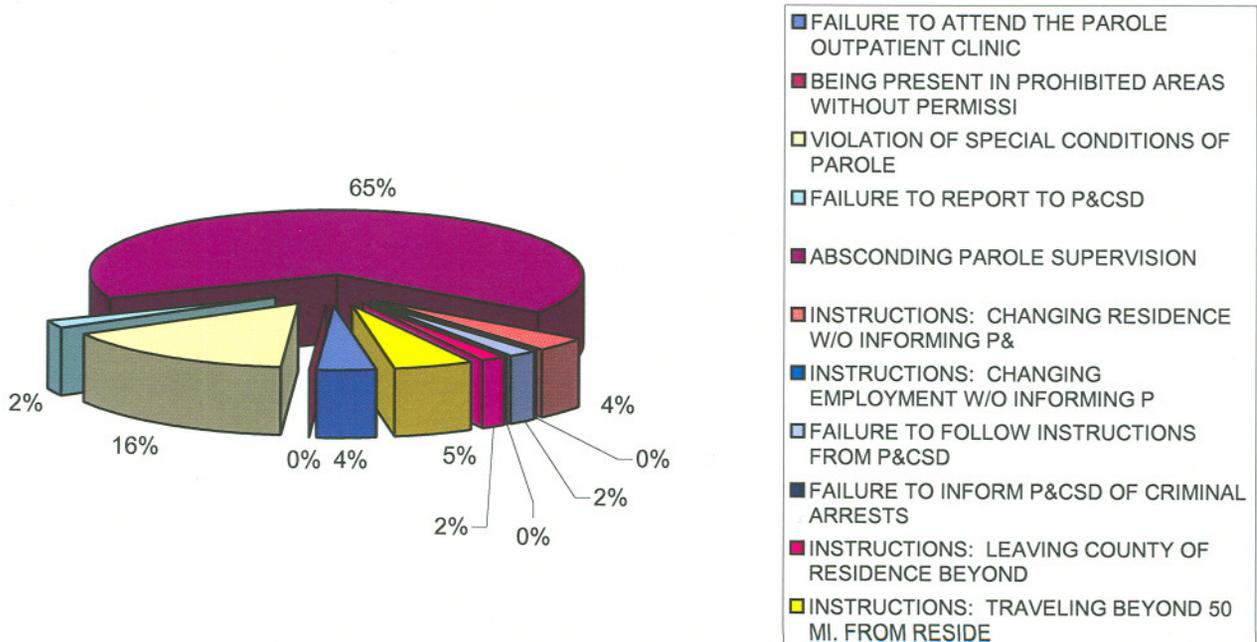
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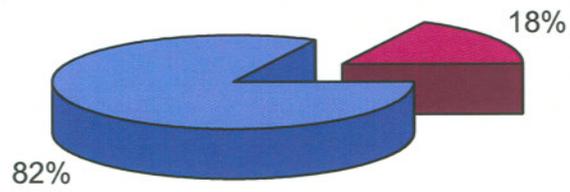
TECHNICAL VIOLATIONS BY TYPE



BREAKDOWN OF "OTHER" CATEGORY FOR PAROLEES RETURNED TO CUSTODY FOR TECHNICAL VIOLATIONS



**PAROLEES RETURNED TO CUSTODY FROM JULY 1, 2005
THROUGH JUNE 30, 2006**



■ NON-TECHNICAL VIOLATIONS ■ TECHNICAL VIOLATIONS

**California Department of Corrections and Rehabilitation
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Strategic Planning**

Goal 1: Workforce Excellence: Ensure a well-trained quality workforce

Strategy 1.1: Develop and implement a comprehensive recruitment and hiring plan by August 2006.

1.1.1 Outreach and Marketing Plan—Completed

- On November 2005, an Annual Outreach and Marketing Plan was created that identifies potential candidates.

1.1.2 Recruitment Partnerships—Implemented

- In November 2005, recruitment partnerships were established with external organizations such as the military reserve organizations (California National Guard, Army Reserves, Air Force Reserves) and the teachers associations (California Teachers Association, National Teachers Association and Correctional Education Association). The Department continues to identify opportunities to establish partnerships to identify and attract potential candidates.

1.1.3 Entry-Level Peace Officer Selection Process—In progress

- In March 2003, a consultant began conducting an analysis to review the peace officer selection process to reduce hiring time from application to list eligibility from 18 months to 6 months. On May 12, 2006, the consultant provided a written interim report which included several recommendations that were implemented immediately including performing various components of the process simultaneously, testing on weekends and in the evenings.. The final report is being reviewed.

Strategy 1.2: Establish a multi-disciplinary academy responsible for providing a continuum of training and development programs by January 2007.

1.2.1 Juvenile and Adult Academy Consolidation—In progress

- A two-tier academy model has been designed and the Basic Core Academy is scheduled to begin in January 2007. Twenty of the Basic Core Academy lesson plans have been completed and 16 remaining lesson plans are currently in the final review process. Work began on the Adult Institution Academy and Juvenile Institutional Academy lesson plans in April 2006. Planning for the new schedule and other logistical changes is underway.

1.2.2 Training Needs Assessment—In progress

- On June 30, 2006, California State University, Chico (CSUC) completed a training needs assessment for the remedial plans resulting from the Farrell lawsuit. The needs assessment included a review of Division of Juvenile Justice's (DJJ) current in-service training programs and describes needed training for DJJ cadets, peace officers, and non-peace officer staff.
- A second contract with CSUC for FY 2006/07 is in progress. This contract will fund three additional needs assessments for other program areas within CDCR.

1.2.3 Three Tier Training—In progress

- In November and December 2005, an Executive Leadership Training Program was conducted in partnership with California State University, Sacramento (CSUS), College of Continuing Education. Fifty four departmental executives completed the training.

- In partnership with CSUS CDCR launched the Leadership Development Program for Designated Managers in January 2006. In less than eight months, the Leadership Development Program graduated 189 designated managers. The program should reach an additional 300 managers per fiscal year, over the next three fiscal years.
- The California Public Safety Leadership and Ethics course for managers and supervisors continues to generate positive feedback from program participants. There have been 74 graduates during fiscal year (FY) 2005/06.
- The Advanced Learning Institute, in partnership with the Sonoma Learning Systems, will deliver the Leadership Challenge training for first and second-line supervisors. In preparation for the program's rollout in FY 2006/07, 16 CDCR employees have been trained to co-facilitate the Leadership Challenge training. The initial two pilot sessions were completed in September 2006.
- A project to design and develop a training program for CDCR analysis was initiated in September 2006.

1.2.4 Continuing Education Training—Completed

- In July 2005, a revised organization structure was implemented to centralize the development of continuous education training programs within the Office of Training and Professional Development (OTPD). The OTPD consists of four major program areas that are responsible for training entry level staff through executive leaders: Advanced Learning Institute; Basic Peace Officer Institute; Continuing Education; and Curricula, Program Development and Business Management.

1.2.5 Selection Process for Academy Instructors—Completed

- In November 2005, the CDCR established criteria and methods for Academy instructor selection and rotation.

1.2.6 Educational Partnerships—Completed

- In July 2005, the CDCR established the Community and Academic Partnership Unit to explore and facilitate partnerships with higher education entities, professional organizations, community-based organizations and private vendors.
- The Department has established a partnership with the California Community College Chancellors Office. Three community colleges received grants to implement pilot community-based regional academies. The local academies, located at Napa, Santa Rosa and Fresno City Colleges began in April 2005 and will continue through December 2006, with an evaluation report to be completed in the spring of 2007.
- In January 2006, through a partnership with the Federal Department of Justice's Criminal Justice Training Assessment program, Excelsior College has accredited the Basic Correctional Officer Academy. Upon completion, academy graduates can receive 14.5 credits that can be applied toward academic degrees.
- The Department entered into a partnership with the American Correctional Association to allow employees to become certified corrections practitioners. This is a voluntary program open to executives, managers, and supervisors.

1.2.7 Mentoring Program—In progress

- The CDCR developed a proposal for a mentorship program "Basic Mentoring/Coaching Program" for Departmental managers which is currently being reviewed, and has designed a fast-track executive coaching model and trained the initial set of coaches for new wardens.

1.2.8 Core Values—In progress

- A training course is being developed that will include relevant and factual examples of institutional and parole successes in improving offender re-entry and sustaining offender success in the community. This information will be presented from the perspective of CDCR employees who can serve as role models to motivate other staff. This course will be included in the Basic Core Academy beginning January 2007.

Strategy 1.3: Develop and maintain a classification and succession management plan by July 2006.

1.3.1 Classification and Compensation—Completed

- In December 2005, the CDCR developed a process for each hiring authority to identify changes to the Department's classification and compensation plan.

1.3.2 Succession Plan—Pending

- In June 2006, the Department's overall succession management plan for Executive Leadership (targeting exempt, managerial, and supervisory classifications) was implemented. In Spring 2007, the Department anticipates completion of succession plans for all other CDCR classifications.

Strategy 1.4: Develop and implement a consistent employee performance appraisal process by July 2006.

1.4.1 Performance Evaluation—Pending

- Completion of this action item is contingent upon the completion of a comprehensive employee succession plan (Reference 1.3.2). Phase 1, a pilot to re-establish a structured employee performance appraisal process and guide the future development of a state-wide comprehensive employee performance appraisal system, has begun and will be fully implemented at two institutions and three other offices in January 2007.

Strategy 1.5: Establish a California Department of Corrections and Rehabilitation employee wellness program by July 2006.

1.5 Employee Wellness—Completed

- In July 2005, the Office of Employee Wellness (OEW) was established. The OEW administers the department-wide Employee Wellness Program that includes administration of the statewide Employee Assistance Program (EAP) and coordination of Critical Incident Stress Debriefings provided by an EAP contractor.
- Lunchtime presentations on employee wellness are provided on an on-going basis. To date, over 600 employees have participated in these sessions. Topics include:
 - Domestic Violence
 - Financial Planning
 - Personal Safety
 - Temporomandibular Joint (TMJ) with guest Speaker Dr. Kwan
 - Employee Assistance Program Information
 - Ergonomic Tips

- The OEW is finalizing a plan for future wellness programs that will be finalized in the fall 2006.

Strategy 1.6: Improve the Electronic Human Resources (eHR) Information System by December 2006.

1.6 Electronic Human Resources—In progress

- Improvement of CDCR's Electronic Human Resources (eHR) Information System is underway and relies on additional funding and resources for completion.

Strategy 1.7: Increase the competency of corrections personnel through job-related, valid selection and training standards by January 2007.

1.7.1 Job Analysis—Pending

- In an effort to increase the competency of corrections personnel through job-related, valid selection and training standards, the Department and CSUS are conducting a comprehensive job analysis including the development of an exhaustive library of tasks and Knowledge Skills Abilities (KSA) (approximately 6,700 in each library). Due to the complexity of categorization and consolidation of the tasks and KSAs, this project will require additional resources to proceed.

1.7.2 Standards Development—Pending

- The CDCR's efforts to develop selection and training standards that are fair, legally defensible, effective, and practical are contingent upon the completion of the job analysis (Reference 1.7.1).

Goal 2: Technology—Develop information technology strategies and implement systems capable of managing both current and future needs

Strategy 2.1: Consolidate all IT resources under one central authority by December 2007.

2.1.1 Roles and Responsibilities—Completed

- In 2005, the Enterprise Information Systems (EIS) defined roles and responsibilities for a centralized information technology (IT) organization.

2.1.2 IT Field Support Centralization—Pending

- In 2006, the Department decided to delay the consolidation of IT Field Support. To ensure that the Department's IT needs are effectively supported, EIS will develop customer service level agreements (SLA), agreements between IT customers and IT providers regarding the level of IT service, resources and support required to achieve the Department's mission. A statewide IT service request system will be implemented to measure IT performance criteria, identify service management requirements, implementation schedules, and service delivery management reports.

2.1.3 Help Desk—In progress

- By November 2006, EIS will select a vendor to document centralized IT service management requirements, establish an implementation schedule and service delivery management report.

2.1.4 IT Service Alignment—Completed

- In December 2005, EIS developed the first draft of an IT business model. The IT business model describes how CDCR must align both its resources and its suite of services, and successfully deliver products needed to execute the strategic program

reorganization and redesign efforts. In May 2006, EIS published the final version and submitted it to the State Chief Information Officer (CIO) and the Department of Finance.

Strategy 2.2: Develop and implement a governance structure for project prioritization of technology initiatives and the application of best practices by December 2007.

2.2.1 IT Governance Structure—Completed

- In 2005, the CDCR implemented an IT Governance Council to meet the operational and strategic needs of the department. The IT Governance model has since been incorporated into the Department's COMPSTAT review process.

2.2.2 IT Governance Board—Completed

- (Reference 2.2.1)

2.2.3 Service Level Agreements—In progress

- As part of an ongoing plan to improve customer service and increase customer satisfaction, EIS developed and distributed an IT Customer Satisfaction Survey to all departmental staff. Upon evaluation of the results, a business plan will be developed to improve IT services and to increase customer satisfaction. EIS is currently developing an initial SLA template, and will schedule customer meetings to determine appropriate levels of service.

Strategy 2.3: Provide a robust infrastructure that supports correctional application architecture and adheres to enterprise standards by December 2008.

2.3.1 Architecture Plan—In progress

- EIS is in the process of establishing a project charter, a communication plan, and is scheduling meetings with key stakeholders to ensure that architecture decisions are aligned with the department's business goals.

2.3.2 Maintain and Refresh—In progress

- In August 2006, EIS proposed the Consolidated IT Infrastructure Project (CITIP), which includes a maintenance and refresh program. Additional funding will be required.

Strategy 2.4: Establish and maintain a data warehouse for enterprise-wide correctional databases, e-Government, and integrated justice systems by July 2010.

2.4.1 Enterprise-Wide Databases—In progress

- This will be accomplished through implementation of the Strategic Offender Management System (SOMS) (Reference 2.4.4).

2.4.2 eGovernment—In progress

- EIS works with the state CIO and staff to ensure that CDCR's e-Government practices and decisions meet state portal requirements.

2.4.3 Open Systems—In progress

- The Department is in the process of establishing open system standards in the technical enterprise architecture plan (Reference 2.3.1).

2.4.4 Comprehensive System—In progress

Business Information System (BIS)

- The Department is in the process of expanding the scope of this project to include a WAN/LAN specific to Phase I implementation as well as the organization structure for non-technical position.

Strategic Offender Management System (SOMS):

- Alternatives to implement a departmental healthcare management system were provided to the Receiver. Additional Funding will be required.

Strategy 2.5: Ensure the security of technology systems by October 2006.

2.5.1 Safeguards—In progress

- The Information Security Office (ISO) established the IT Security Council in April 2006 and is in the process of updating the security policies and standards that will be published in the Department Operations Manual and the Juvenile Justice Manual early 2007.

2.5.2 Virus Protection—Completed

- The ISO implemented and enforced standardized virus protection for all IT resources.

2.5.3 Security Program—Completed

- The awareness training for all employees has been revised and updated to meet departmental training standards. This training is required of all employees annually.

Strategy 2.6: Build our technology workforce by December 2007.

2.6.1 Assessment—In progress

- During 2005, EIS performed an IT resource management assessment by surveying the IT staff. The assessment provided current staffing responsibilities, and staffing allocation levels. During 2006, the Department of Finance performed a departmental IT assessment, which resulted in a recommendation for funding to perform a statewide resource management workload assessment. The study will provide IT staffing information necessary to ensure that IT resources are utilized effectively, and are aligned with the department's strategic and operational priorities.

2.6.2 Training Plan—In progress

- The EIS IT skills assessment will be accomplished incrementally as part of two efforts – the IT Service Level Agreement (SLA) effort and the IT Resource Baseline Study. The IT SLA effort will establish agreed upon levels of satisfactory IT service to be provided by EIS to each of its IT customers. The SLA effort will be approached and completed one IT customer (CDCR program area) at a time. As each SLA is developed, the skill sets for the impacted IT staff will be assessed. The initial skills assessment effort should be completed by January 2007.

2.6.3 Staffing—In progress

- EIS established a Proposal Review Board (PRB) comprised of EIS Managers and subject matter expert committees to centralize the information required to manage enterprise-wide IT workload, priorities, and resources. Additionally, the EIS implemented a standardized tool for collecting and managing IT workload and resource utilization. During May and June 2006, EIS populated the tool, providing an 18-month projection for prioritizing workload, and the estimated resources scheduled to perform the workload.
- During FY 2006/07, by EIS will identify experts to assist the Department in developing a comprehensive resource management methodology. Before the systemic methodology can be developed, or implemented, the 18-month workload/resource tool will be implemented, and will provide an interim IT workload/resource repository, around which customer and governance communication can occur.

Goal 3: Organizational Effectiveness: Achieve organizational excellence in our operations and systems

Strategy 3.1: Redesign and implement a matrix structure that supports the organization's mission and goals by July 2005.

3.1.1 Design—Completed

3.1.2 Roles and Responsibilities—Completed

- The department designed a reorganization plan for the organizational structure, including the roles and responsibilities within the new structure. The plan was implemented July 1, 2005.

3.1.3 Fiscal—Completed

- In March, the Department developed an allocation strategy and cost coding structure to support the reorganization.

3.1.4 Legislation—Completed

- SB 737 was passed with an effective date of July 1, 2005.

3.1.5 Labor Relations—Completed

- Reorganization of the Office of Labor Relations (OLR) completed February 2005.
- The OLR has redefined relationships/collaboration with the Department of Personnel Administration and labor organizations by conducting regularly scheduled meetings to discuss labor issues.

3.1.6 Implementation—Completed

- The Department's new organizational structure was implemented effective July 1, 2005.

Strategy 3.2: Establish consistent processes and procedures to ensure accountability at all organizational levels by July 2007.

3.2.1 Fiscal Accountability—In progress

- Preliminary fiscal measures have been developed as part of the COMPSTAT process and are on track for completion by July 2007.

3.2.2 Programmatic Accountability—In progress

- The Department researched evidence based methodologies for performance measurements. COMPSTAT was implemented in order to provide a performance measurement system that readily, and consistently, ensures and provides fiscal and programmatic measures.

3.2.3 Employee Discipline—Completed

- The Vertical Advocacy Model was implemented early in 2005 to ensure legal representation for the Department during the entire investigative and employee disciplinary process in order to hold staff accountable for misconduct by way of thorough and complete internal investigations, principled decision-making, and assessment of the investigations, and consistent and appropriate discipline.

Strategy 3.3: Establish an ongoing program of evaluations based on evidence-based measures and national standards by January 2008.

3.3.1 Governance Structure on Evaluation and Research—Completed

- The Office of Research was established in July 2005.

3.3.2 Evaluation—In progress

- (Reference 3.3.3)

3.3.3 Data Collection—In progress

- In March 2006, the first performance indicators were developed and COMPSTAT was implemented in CDCR. This new management strategy uses real time data to hold managers accountable for performance and facilitates decision making. COMPSTAT is assisting the department in identifying what is working, what is not and why, as well as what strategies are being implemented to address problem areas.

3.3.4 Program Assessment—In progress

- In conjunction with the University of California-Irvine, the Department developed a rigorous and detailed procedure to evaluate evidenced-based programs. The report was presented at a Community Partnerships forum in September 2006.
- The Department has begun to collect internal data with the intent of conducting an analysis of California in comparison with similar institutions across the country. The Department anticipates preliminary analysis to begin in late 2006.
- The Department is collaborating with the Association of State Correctional Administrators to participate in a standardization process for institutional organizational characteristics, in order to participate in a nationally standardized database. The department began participation by entering the first of seven “Characteristic Categories.” Facility Characteristics has an estimated completion date during October 2006 and a conservative estimate for the completion of the remaining categories is Spring 2007.

Strategy 3.4: Institutionalize an approach for continuous improvement by January 2007.

3.4.1 Benchmark Assessment—In progress

- The Department directed a system-wide assessment in the form of an employee survey in February 2006. The results are being analyzed in order to establish a benchmark to provide a current and ongoing monitoring tool for organizational well-being.

3.4.2 Governance Committees—In progress

- In conjunction with the reorganization effective July 2005, five executive level Governance Committee’s were established to enhance support for strategic and operational decision making in the new CDCR. Executive Management Team meetings continue to meet bi-weekly. With respect to the Joint Council committee established to serve as a labor-management committee, the Executive Staff are meeting quarterly with labor organizations to address issues that cannot be resolved at lower levels. However, with the implementation of COMPSTAT, the Operations and Policy Committee are no longer in place. The Strategic Planning Coalition Committee is also not in place. A new process will be developed to update Executives on the status of its strategic goals once the Executive Cabinet meets in October to reevaluate the existing plan.

Goal 4: Risk Management/Legal Risk Management/Legal Compliance—Develop preventive strategies to minimize and mitigate harm, preclude class action suits and remedy identified violations

4.1 Strategy: Develop a comprehensive risk management program that identifies practices, policies and conditions that pose potential legal, fiscal or safety risks by January 2008.

4.1.1 Risk Management—Completed

- The Office of Risk Management (ORM) was established and an Assistant Secretary appointed. Staffing of vital positions within the ORM will be on an incremental basis over the next three fiscal years. The ORM is in the midst of strategic planning for the current year in order to prioritize its efforts with regard to risk management.

4.1.2 Policies and Procedures—In progress

- A risk management policy and procedures statement is currently being drafted.

4.1.3 Systems—In progress

- The Department is in the process of assessing its information needs. From this assessment, ORM will work with programs to develop the system infrastructure necessary to support risk management efforts.

4.1.4 Indicators— In progress

- The Department is in the process of accumulating “cost of risk” data in order to prioritize the legal vulnerabilities for analysis and loss control treatment for the department. Once completed, the Department will assess the data caps and the refinements needed in order to determine the organization’s risk tolerance level events and risks.

4.1.5 Data Collection—In progress

- The Department has identified historical statistical information on various risk indicators. Refinements will be made to the gathering and reporting of risk indicator data to facilitate risk analysis. The Department anticipates the establishment of regularly scheduled reporting and critical incident reporting procedures.

4.1.6 Risk Management Training—In progress

- Upon completion of the data collection and work with the consultant, the Department will be designing risk management training modules to supplement existing training.

Strategy 4.2: Develop a process for the on-going review, monitoring a compliance of policies by July 2007.

4.2.1 Legal Review Process—In progress

- The model for identifying needed policies, standards, and regulations that need to be reviewed for legal sufficiency has been developed but not implemented.

4.2.2 Legal Sufficiency—Pending

- The process for the review and revision of existing policies, standards, and regulations to comport with the law has not been developed.

4.2.3 Legal Compliance—Pending

- The process for the creation of new policies, standards, and regulations necessary to achieve legal compliance has not been developed.

4.2.4 Implementation Monitoring—Pending

- The process for monitoring implementation will need to be developed at the time that policies, standards, and regulations are revised/promulgated, and incorporated into the implementation.

4.2.5 Auditing Compliance—Pending

- The process for auditing ongoing compliance will need to be developed at the time that policies, standards, and regulations are revised/promulgated, and incorporated into the implementation.

Strategy 4.3: Support consistent and lawful policy implementation by January 2007.

4.3.1 Communication—Pending

- The Department will not be able to craft strategies for communicating revised/newly created policies, standards, and regulations until the process for revision/promulgation/implementation has been developed.

Goal 5: Crime Prevention and Safety—Develop a comprehensive crime prevention program and use evidence-based research to reduce criminality and victimization

Strategy 5.1: Create law enforcement and public safety partnerships that will reduce crime and delinquency by July 2008.

5.1.1 Parolees-at-Large—Completed

Juvenile

- The Juvenile Gang Intelligence Apprehension Unit was moved under the Department's Office of Correctional Safety (OCS) where as part of a Memorandum of Understanding (MOU) that was signed in March 2006 between OCS and the US Federal Marshal Service for a Parolees-at-Large Task Force, seven Peace Officers have been deputized. This MOU grants CDCR access to the Marshal's resources and technology to increase parolee apprehension.

Adults

- An MOU was signed in March 2006 between CDCR's Office of Correctional Safety, Fugitive Apprehension Teams, and the US Federal Marshal Service for a Parolees at Large task force. In May 2006, the task force met and the Fugitive Team parole agents were sworn in as deputies of the US Federal Marshal Service giving them authority to act independently in the apprehension of parolees. As a result, the Department has seen an increase in the recorded arrests, threat assessments, investigations, gang validations, firearms, and controlled substances seized.

- As a direct result of this independent authority, the following accomplishments were completed in addition to the normal duties of the parole agents:

92 arrests (49 were gang members)

4 threat assessments, conducted over 142 separate investigations

29 gang validations

22 incidents where firearms were seized

9 incidents where controlled substances were seized

5.1.2 Violent / High-Risk Parolees—Completed

Juvenile

- The Division of Juvenile Justice (DJJ), Special Service Unit of OCS will have a primary focus on the apprehension and arrest of violent/high risk parole violators and juvenile offenders who escape from DJJ Facilities.
- Juvenile Parole has a contract in place for GPS monitoring of high risk parolees.

Adults

- Beginning in March, CDCR lead a multi-agency parole sweep involving CDCR, Stockton Police Department and other law enforcement agencies in San Joaquin County targeting violent high-risk parole violators in 175 residences. These sweeps continue as the result of the ongoing working relationships developed with these local law enforcement agencies and will be expanded into other jurisdictions.
- CDCR developed a partnership with San Bernardino County to pilot the use of GPS devices to track 20 known gang members and 20 high risk sex offenders.
- CDCR now works on a continuous basis with numerous local law enforcement agencies as well as the US Marshall, Federal Bureau of Investigation, Fugitive Apprehension Teams from various branches of the military and the US Immigrations Services in the tracking and apprehension of parole violators and violent offenders.

5.1.3 Criminal Intelligence System—In progress

Juvenile

- DJJ currently has a pilot unit consisting of one Special Agent and one Analyst that are exploring the necessary resources required to staff a Criminal Intelligence Unit. This unit is currently seeking grants as it is due to end in June 2007.

Adults

- The Criminal Intelligence Analysis Unit (CIAU) was established in July 2005 to develop a centralized intelligence-gathering unit to assist the department's gang management, criminal investigations, threat assessments, and to effectively liaison with the Office of Homeland Security (OHS) and the intelligence community regarding prison radicalization and associated anti-terrorism efforts. The CIAU has already effectively managed the threat assessment and statewide intelligence gathering related to the execution of Stanley "Tookie" Williams, and assisted the FBI's Los Angeles Joint Terrorism Task Force in the investigation and indictment of four subjects linked to a radical Muslim prison group. The CIAU is currently requesting funding to permanently establish the unit and has applied for a federal grant through the Department of Homeland Security for equipment and data systems to establish the Department's Threat Assessment Center.

5.1.4 Homeland Security—Completed

Juvenile and Adults

- The CDCR's Office of Correctional Safety has established on-going relations with OHS, Regional Terrorism Threat Assessment Center and other organizations by assigning Special Agents as task forces. This liaison affords the Department the ability to link correctional concerns to terrorist threats, as well as provide a conduit for information sharing among federal, state, and local agencies.

5.1.5 Law Enforcement Consortium—Completed

Juvenile and Adults

- CDCR has developed a law enforcement consortium that has met twice with quarterly meetings scheduled. This will allow all levels of law enforcement to collaborate and increase communication amongst the various levels. The consortium includes CDCR, statewide Chiefs of Police, Sheriffs and District Attorneys to discuss issues crossing jurisdictional lines and facilitate close working relationships between law enforcement organizations.

5.1.6 Accountability of Parolees—Completed

Juvenile

- To ensure compliance and improve public safety, DJJ Parole Division has established a process that for each juvenile offender released from DJJ facilities, a Law Enforcement Notification Letter is sent to the law enforcement department where the parolee will be living. The letter is resent each time the youth moves. Additional funding is needed to enhance their electronic monitoring process with GPS tracking for high risk parolees. The Parole Division is still defining high risk and the specific geographic area/ population to target.

Adults

- In order to promote successful parolee reintegration, parolee accountability, and public safety, Division of Adult Parole Operations established partnerships with local law enforcements agencies, contracted with Community Resource Coordinators (CRC), and enlisted the support of community service providers to form Parole and Community Team (PACT).
- Mandatory PACT orientation meetings provide recently released parolees a “one-stop shopping” atmosphere offering information about available community resources and reinforcing their responsibility to establish a community-based program.
- Each district will have a PACT Parole Agent II who will work with local law enforcement and a CRC to facilitate the PACT Orientation. The PACT parole agents will conduct immediate follow up on parolees who fail to attend the orientation. During the orientation meetings, parolees will be able to sign up for community programs.
- PACT members will serve as the liaison between field parole staff, local service agencies, and contractors that provide:
 - Substance abuse treatment
 - Transitional living
 - Employment services
 - Subsistence resources (clothing, meals and transportation)
 - Educational and vocational training.

5.1.7 Assessment of Adult Offenders—In progress

- The Parole Planning and Placement (PPP) program was established to provide additional support for parolees upon reentry. PPP teams have been developed in each of the 33 adult institutions. PPP staff obtains additional information about offenders prior to release in order to develop effective reentry plans that maximize a parolee’s opportunity to successfully reintegrate into the community. The PPP augments and verifies information on the inmate’s proposed release plan and provides soon to be parolees a

bridge to parole operations and community reentry assistance. Funding was received to hire 80 positions.

- The Department has adopted and implemented the risk needs assessment tool COMPAS. Phase one of the PPP has been completed with the assessments being conducted on those offenders being released as Parole Violators with a New Term and new commitments. The next phase of assessments has begun with assessments being conducted on the parole violator population. Those violators who are serving six months or more are now being identified in order to receive the assessment. The hiring of the additional 80 staff is nearing completion, with approximately 10 hires remaining. The COMPAS assessment tool has been fully implemented, with regular revisions scheduled. Between March and August 2006, 16,916 assessments were completed by program staff. All PPP staff have been trained in the utilization of COMPAS and PPP program expectations. Training of field staff was conducted and concluded in May 2006. The policies and procedures are in the process of being finalized.

5.1.8 Assessment of Juvenile Offenders—In progress

- The Department's need to develop an integrated treatment model that includes interventions to address items in the risk/needs assessment has evolved into the decision to bundle the risk/needs assessment and development of specific interventions. This will provide risk assessment prior to parole and at designated time periods during parole for juvenile offenders. An RFP has been drafted and is expected to be submitted October 2006.

Strategy 5.2: Ensure safe and secure facilities for both staff and offenders by December 2009.

5.2.1 Assessment—In Progress

Juvenile

- DJJ cannot establish a risk and needs assessment process and time schedule until the assessment has been developed. An RFP has been drafted and is expected to be submitted in October 2006 and the assessment is anticipated to be developed by July 2007. The RFP also includes the development of evidence-based interventions to address the risk/needs assessment.

Adults

- This is a continuation of the 5.1.7 objective utilizing the Pre-parole Planning Program teams in all institutions and the COMPAS risk assessment tool. Again, 80 additional staff have been hired statewide to implement this program.

5.2.2 Treatment Services—In progress

Juvenile

- Until risk/needs are addressed, treatment services cannot be addressed.

Adults

- (Reference 5.1.7) Treatment is based on treatment services required in the COMPAS assessment.

5.2.3 Public/Private Partnerships

Juvenile

- Collaboration with community, court, probation, and law enforcement partners; initial assessment, individual case planning, and family involvement are incorporated into the Department's Farrell remedial plans. New Community Court Liaison positions will be working on these functions.

Adults

- (Reference 5.1.7) Public/private partnerships are based on the needs of identified in the COMPAS assessment.

5.2.4 Pre-Parole Planning Programs—In progress

Juvenile

- DJJ hosted a "Project Choice" program for 20 wards at N.A. Chaderjian Youth Correctional Facility. The program provides parole transitional and counseling services to wards that are paroling to the Oakland community. It is a collaborative partnership of public agencies, service providers and individuals seeking to improve public safety by offering hope and guidance to juveniles re-entering Oakland. A number of new positions are being established to transition services including: Program Administrators for Lower Risk Youth and Transition Services, Re-Entry Specialist for every two core program housing units, Six Re-entry Coordinators assigned on a regional basis, a Vocational Specialist for each institution, and a Victims Services/Restitution Specialist at each institution. This program will be phased over four years to six youth facilities throughout the state.
- DJJ established regional Re-entry Advisory Committees to include family representatives, crime victims, local law enforcement, probation, and Division of Juvenile Justices' representatives from institutions, education, and parole.
- Juvenile Parole is working to have in place Video Conferencing to bring vocational, school, treatment and placement resources as an available form of communication to the youth before release.

Adults

- (Reference 5.1.7 Assessment of Adult Offenders)

Strategy 5.3: Continue to evaluate and improve safety and security of facilities for both staff and offenders by January 2007.

5.3.1 Classification System Quality Improvement—In progress

Juvenile

- DJJ's classification system will be built on the risk/needs assessment, which is expected to be available in July 2007. In the interim, a classification oversight position is being established. An interim classification system was developed by the DJJ research office in conjunction with national experts. An implementation plan was agreed to as part of the Safety and Welfare Remedial Plan. Preliminary steps began in July 2006 and the interim system is to begin full implementation in January 2007 with a reclassification process by May 2007. DJJ has completed a draft proposal regarding a formal rejection process and met with Probation and other local stakeholders on February 22, 2006 for review and input. As a result of this meeting, a policy has been drafted.

Adults

- This is done every four years by a team of academic experts who perform a detailed assessment of the classification of inmates with recommendations for changes to the classification system. The existing system will be revised to include gender considerations. The program is currently seeking funding to have this assessment completed.

5.3.2 Living Environments—In progress**Juvenile**

- DJJ interventions will be built on the risk/needs assessment, which is expected to be available in July 2007. Additional funding is being requested for intervention development and training. Those items have been incorporated in the risk/needs RFP, which is scheduled to be released October 2006.

5.3.3 Program Space—In progress**Juvenile**

- DJJ has identified program space needs for implementation of the Remedial Plans. Space needs will be addressed through building modifications and the addition of modular space which is anticipated to occur over the next two fiscal years. In addition, funding was approved for schematic designs for a new facility, which will better meet the needs of the treatment/rehabilitation as defined in the Remedial Plans.

Adults

- The Department continues to work to develop a housing plan that will include returning the use of gyms and dayrooms to their original purpose. The “right prison, right mission” task force continues to research safe and secure housing options for adult male and female offenders.
- Until the over-crowding issue is resolved, progress on this objective will be limited.

5.3.4 Gang Management/Intervention—In progress**Juvenile**

- Additional funding has been approved to contract with a consultant to assist in the process of implementing an evidence-based gang management, intervention, and education program. DJJ is establishing a contracts prioritization list and will issue an RFP this fiscal year, per that schedule.

Adults

- Under a mediated agreement with the court, the CDCR has embarked on a plan to achieve racial (In-cell) integration. Informational materials for the inmate population and operational procedures for staff have been developed. Work continues on the information technology scope of this project that requires changes to reception and classification fields in a departmental data processing system. An In-Cell Integration informational pamphlet has been sent to Wardens for distribution to staff and the offender population. The operational procedure for female offender institutions is being finalized. The Departmental Operations Manual (DOM) article has been drafted. The final version of the operational procedure for male institution is being sent to the field for one final review. Initial steps to develop the offender informational video have begun.

5.3.5 Safe Environment—In progress

Juvenile

- In September 2005, the Department began to reduce the size of living units at N.A. Chaderjian Youth Correctional Facility by diverting youth to other institutions. By early 2006 all but two of the living units had only 24 residents and staffing levels were not changed. Taking into account the lower population levels and comparing the five months prior to the population reduction to the five months after the start of the reduction, the data show that serious incidents of youth-on-youth violence had decreased. In February 2006, a Wards with Disabilities Program Coordinator was appointed for each facility.
- Within the next two years, numerous physical plant modifications will be completed (which include making at least one room/restroom/shower at each facility disability accessible) to remove architectural barriers to allow youth who require assistive devices access equal to non-disabled wards in all level of care within the youth correctional system. Renovations are on schedule.

Adults

- Security and escape prevention - The development of an institutional audit tool was completed on March 30, 2006. The audit tools were distributed to the Wardens in April directing them to use the audit tool to conduct an audit of their institution. Institutions are being audited at the rate of one per month. The impact on staffing will be discussed in October 2006.
- Prison Rape Elimination Act - The zero tolerance and implementation memorandums have been drafted. Offender orientation videos from National Institute of Corrections have been obtained however, modifications to the video will be required.
 - The Department created a Prison Rape Elimination Program to address sexual misconduct incidents and ensure compliance with Public Law 108-79, the Prison Rape Elimination Act (PREA) and the Sexual Abuse in Detention Elimination Act (AB 550), Chapter 303, Statutes of 2005 that includes policies, procedures and training. This program established a zero tolerance policy, requires training of staff that consists of a classroom presentation mandatory for all staff (including contractors and volunteers), and provides for education of offenders on sexual abuse/rape. The procedures outline the detailed steps to be taken by staff when a sexual assault/rape is reported and provides checklist tools for staff use. The procedures also provide guidance on evidence collection, investigation, and requirements for institutional community re-entry. The procedures and training tools were designed to provide staff assistance in identifying characteristics of victims and predators along with identifying specific circumstances that may place an offender in jeopardy.
- Cardio-Pulmonary Resuscitation (CPR) – Approval of a CPR contract is expected the first week of October. After approval, the Office of Training will implement a schedule to train the trainers (CDCR instructors) at regional locations.

5.3.6 Gender Reform Efforts—In progress

Juvenile

- Ventura Youth Correctional Facility was converted from a co-ed facility to a female youth only facility in January 2004.

- A Female Responsive Program Manager position was created at Ventura in February 2005 to oversee issues within the institution, develop female responsive programs and treatment opportunities.
- DJJ included as regular attendees at the Gender Responsive Strategies Commission (GRSC).
- A GRSC Subcommittee was established specifically to address DJJ female offender issues.
- In January 2006, dedicated staff were assigned to oversee female offender reform efforts.
- In February 2006, the Department is consulting with national experts in gender responsive programs and services and secured access to assist with juvenile justice reform efforts.
- The Department is working with national experts on the secure residential placement of girls and young women committed to California's juvenile justice system. The RFP is expected to be released by the end of 2006.

Adults

Several action items have been implemented to address gender reform:

- Developed a draft strategic plan that will create gender responsive policies for women and girl offenders.
- A Gender Responsive Strategies Commission (GRSC) which includes community, state, local, legislative, labor organizations, ex-felons and national Subject Matter Experts, has been established as an advisory body to the Department for input on revamping current female programs and services. The Commission meets regularly, includes both Division of Juvenile Justice and Adult representatives and addresses a variety of issues, training, and problems associated with gender response. Topics included: Female Offender Reforms, Subcommittee reports, National issues update, Legislative Briefing, and Girl Offenders (DJJ). Meetings continue with appearances from national experts as well as local supporters such as Sheriff Lee Baca.
- An Associate Director of Female Offender Programs and Services was appointed in April 2006. Female camp oversight moved to California Institution for Women effective October 2005.
- Two nationally recognized experts were identified to serve as subject matter experts to the program. They are assisting in the development of the 4500 community based bed program services project, and assisting in the review of the existing classification system in order to design a gender-responsive classification model and individualized treatment and rehabilitation plan. These experts will also evaluate the existing female in-prison and community programs and provide recommendations for gender responsive improvements.
- A sub-committee structure within the GRSC has been established to assess all aspects of women and girl offender management. Subcommittees have been established and include: Housing, visiting, Programming, Security, Staffing, Transportation, Classification, Parole, Substance Abuse, Education, Medical, Mental Health and Food Services. As a result of the work done by the subcommittees, a framework for the development of academic and vocational education programs for women has been

developed, cross-gender pat searches have been eliminated, the chapter of the Departmental Operations Manual regarding care, treatment and security of pregnant offenders (AB478) has been published, and other policy changes are in progress.

- The Department is identifying consultant services to review existing substance abuse programs, develop language for community based programs, and add trauma treatment to existing and new programs. This effort is designed to identify changes needed to make the existing programs gender-responsive and will provide the framework for the treatment model and service map. Services are anticipated beginning in October 2006.
- A gender-responsive lesson plan was developed for use at future academies to train new cadets headed for female offender institutions. It is anticipated that the new training module will be utilized after January 2007 as part of the new, updated components of the curriculum for the Basic Correctional Officer Academy (BCOA).
- In August 2006, a task group was formed of labor, training, and prison staff to develop course content/ components and review training materials gathered by subject matter experts. New lesson plans have been developed and are scheduled to be reviewed/ approved by the task group and an implementation schedule developed by December 2006. This is relative to the training and education of staff regarding gender responsive practices and appropriate ways of working with female offenders that will take place at all Women's Prisons each year on a rotating basis beginning in FY 2006/07.
- In August 2006, a meeting was held with Alameda County who has come forward with a partnership proposal for an in custody Moms Program and a parole residential program. The county will further develop the proposal and present it to the CDCR in October 2006.
- Funding commenced in July 2006 to establish "Mommy, Baby and Me" Program on-site at the California Institution for Women (CIW) and also a family reunification pilot project on-site. Also included in the FY 2007/08 are 750 sober living beds to be rolled-out over two fiscal years and funding to provide substance abuse treatment services for 100% of residents of the Leo Chesney Facility effective July 2007. This program will also qualify all 260 offenders for after care services in the community.
- An RFP was released in July 2006 to secure 4,350 Community Correctional Facility (CCF) beds for low level female offenders. A Mandatory Bidder's Conference was held in August 2006, where 74 potential bidders, representing 48 organizations, attended.
- Funding is needed to secure the operational resources necessary to activate and support 4,500 CCF beds, 1,500 community residential beds for female parolees, and activate a third Family Foundations Program site in Fresno.
- An RFP is in development for providing substance abuse treatment to the existing 200 beds at Leo Chesney CCF, and for a 60 bed expansion. Activation is targeted for July 2007. There are two individual processes taking place; a contract amendment for 60 beds at Leo Chesney CCF; and a substance abuse program (SAP) at Leo Chesney CCF. The amendment is pending acceptance by Cornell Corporations, regarding the modification of the language for the 60-beds, and the addition of a third party SAP.
- In September 2006, the Department secured contract services for both the Parent-Child Visitation and Bonding Mothers with Babies programs at CIW.
- The Department maintains a gender-responsive evaluation process for female offender management. An assessment tool has been developed that may be used to gather

statistical data regarding women and girl offenders who are being paroled/released from custody.

- A statewide directory of interested community and gender-responsive partners, programs and services was drafted and is under review.
- The National Institute of Corrections will conduct an evaluation of current practices for classifying women offenders in California, and assist in the design of a classification system, which is gender-responsive. The expert will provide assistance in the development of an Individual Treatment and Rehabilitation Plan (ITRP) that is gender-appropriate and is based on a valid and systematic assessment of the female offender's risks, needs, and strengths. The services commenced in August 2006. A final report of the findings relative to the gender responsiveness of the current classification system, recommended changes and an action plan is due by October 2006.
- The "Get on the Bus" program has been in existence at Central Correctional Women's Facility (CCWF) and Valley State Prison for Women (VSPW) for the past six years and at CIW for one year. The Program allows monthly visits between incarcerated women and their family members and children. Funding was secured in the 2006 Budget Act to expand this program to CCWF and VSPW in January 2007.
- The Department is proposing a gender-responsive strategy for approximately 75 female residential multi-service level beds to be implemented May 2007. Funding for additional community-based programs is included in the budget for FY 2006/07 and 2007/08.

Strategy 5.4: Expand and improve evidence-based substance abuse, educational and life skills training and other offender treatment programs based on need by July 2007.

5.4.1 Juvenile School Attendance—In progress

Juvenile

- An electronic tracking process to improve juvenile school attendance has been implemented. Monthly reports are being prepared to monitor and evaluate school attendance, while Principals and Superintendents are expected to develop strategies based on the data reported in the monitoring reports.
- Developed an inter-branch workgroup to implement a "program service day."
- Institution & Camps Deputy Director and the Superintendent of Education reviewed status, regulations, policies, Student Ward Attendance Tracking (SWAT) data, and practices related to access and attendance in educational programs.
- As of September, all teachers were trained in Special Education Policy at each school site.
- As of April 2006, custody, treatment, and education staff, working in restricted settings, participated in a Department-wide training through the TOK workshops.

5.4.2 Offender Behavioral Treatment Programs

- School Administrators report assessment completion rates for special education students, as well as other data, to the Superintendent of Education on a monthly basis.

5.4.3 Adult and Juvenile Education—In progress

Juvenile

- The Department is in the process of hiring over 200 teachers for life skills and character based education.
- The total compensation for teachers and specialists in DJJ was aligned with the County Offices of Education where the institutions are located.
- In August 2005, an Education Stakeholders Committee, including parents, was formed and regular meetings continue.

New ratios of staff to youth have been implemented at each site

Regular Education	New Ratio	1:12	Old Ratio	1:15
Special Education	New Ratio	1:10	Old Ratio	1:15
Special Programs	New Ratio	1:10	Old Ratio	1:15
Restricted Programs	New Ratio	1:5	Old Ratio	1:10

- Authorized teacher positions: 360, 11 vacancies
- Authorized teaching assistant positions: 77, 15 vacancies
- Authorized support staff positions: 29, 0 vacancies.

Adults

- Inmate Needs Assessment – The Department has (1) proceeded with the purchase of the Interest, Determination, Exploration, and Assessment System (IDEAS) for educational classes; (2) begun implementing the primary educational assessments; (3) initiated the development of an education plan for inmates assigned to education in the Reception Centers; and (4) has initiated both (TABE) and CASAS assessments with Reception Center students. The statewide inmate needs assessment tool has not been identified.
- An Individualized, Comprehensive Life Plan (ICLP) for each offender has begun and is being vetted with the Reception Center teachers. The ICLP will be implemented, based exclusively on established educational assessments, prior to the departmental approval of a standardized needs assessment instrument. The ICLP will be initiated with all education students at intake. Implementation of the instrument is anticipated for June 2007. Additional staffing is being requested.
- Provide training and support to all eligible individuals making the transition from incarceration to parole—Teacher positions have been successfully placed in the Police and Corrections Team (PACT) programs in Oakland, Fresno, and Sacramento. The Parole Accountability Reform Program is in place and is delivering services to inmates about to transition to parole at 200–120 days prior to release. The Department will monitor implementation of life skills to ensure its effectiveness and efficiency.
- Life Skills—The Life Skills development program for Peer Education is on track with timelines established; staff is working with Centerforce and the Department of Health Services to move the life skills curriculum to implementation. The development of gender-focused education by staff in coordination with the Gender Responsive Commission is being vetted at Valley State Prison for Women. Gender specific curricula are being reviewed by Barbara Owen, Ph.D., CSU-Fresno. The remaining curricula to be developed and completed are Women's Substance Abuse, Process For Change (WSAPOC), Women's Fitness, and Women's Pre-Release. A Gender Responsive Pre-Release Think Tank has been established with national subject matter

experts attending an October 11-12, 2006, meeting in Sacramento. The focus is to re-design the existing statewide Pre-Release Program without duplicating other inter and intra departmental curricula or processes.

- Academic Programs—All academic curricula is completed. The California Department of Education is working with the Department to ensure all Adult Basic Education and High School curricula have been aligned with State standards; all textbooks are aligned with curriculum and are being consolidated for purchasing purposes. OCE is in the process of developing Enhanced Out Patient (EOP) operational procedures with specific tracking and reporting guidelines to assist OCE in determining program effectiveness. Eight of the eleven EOP sites have filled; the remaining three sites are in the hiring process.
- Higher Education Programs—The Department has established relationships with several post-secondary colleges in partnership with the Community College Chancellor's Office to provide expanded post secondary services to inmates without using CDCR general funds. There is an increase in the number of inmate students enrolling in college correspondence/distance education courses accounting for over 4000 during school year 05/06. There is also a new federal grant submitted that is mutually beneficial to the community colleges and CDCR to improve delivery of college resources via Online Prisoner Education Network (OPEN). As a result, 146 inmates received college degrees. Fall enrollment for 2006 has started. Chaffee College Program expanded at CIW from 23 to 46 inmates. Coastline College provided training for the additional pilot sites in June. Books were donated to the Chaffee College program. The Correctional Learning Network (CLN) began broadcasting college courses for credit (inmates pay tuition fees).
- Occupational Training—The Department has established the curriculum for building and construction trades in accordance with the National Center for Construction Education and Research (NCCER) standards. Nineteen vocational trade Instructor positions are being established. Vocational programs will be monitored to ensure that inmate enrollment and participation remain at full capacity, for course completions, and for number of vocational trade certifications.
- Recreational Programs—Additional geriatric, female, and special population needs programs are being developed with measures and outcome plans for accountability and effectiveness reporting.
- Arts in Corrections Programs (Fine Arts)—Collaboration with Artist Facilitators will begin in September by convening an Artist Facilitator Advisory Committee. The purpose of the committee will be determining methods to enhance institutional education programs through the arts.
- General Library Programs—The Department is taking steps to bring CDCR libraries closer to meeting the minimum standards as established by the Departmental Operational Manual (DOM). The initiation of general library purchases as well as a standard recommended book collection is in the completion stage.
- Law Library Services—The Principal Librarian in conjunction with professional trainers from Thompson West, LLEDS retailer, has completed the Law Library Electronic Delivery System (LLEDS) training for all library staff at each institution. Equipment placement and training is complete.
- Expanded Education Program Services—Educational services will be expanded through independent study, distance learning, and half-time programs. All institution's wardens have determined the specific expanded educational services they wish to initiate at his/her institution.

- Program Evaluation/Performance Measurement—Currently, there is no centralized database to track student gains and school performances. Monthly, decentralized reporting is occurring by institution and manually calculated in headquarters. Additional funding is required to implement automation to promote our ability to track relevant educational records.
- Personnel and Staffing—Recruitment efforts have been centralized to ensure all positions are filled with qualified staff and the application process has been streamlined to facilitate the hiring of teachers and all library classes. The recruitment and hiring of institution artist/facilitators and television specialists is also ongoing.

Strategy 5.5: Proactively enforce victim’s rights, improve victim safely, and constructively include victims’ voices by July 2007.

5.5.1 Victim Safety and Sensitivity—In progress

Juvenile

- The Department will:
 - Continue to monitor institution and parole office compliance of mandated victim notification through Risk Management process.
 - Continue to analyze, collect, and disburse victim restitution.
 - Continue to publish updated information for victims via brochures, outreach material, and web site.
 - Continue to collaborate with institution and parole staff to respond to victim complaints relating to offender harassment, threats and concerns.
 - Continue project to provide outreach to underserved victims.
 - Re-submitted 2006/07 legislation to expand victims’ rights to information and offender notification for CDCR DJJ offenders.
 - Re-submitted 2006/07 legislation to clarify victims’ rights to attend CDCR DJJ hearings.

Adult

- The Department will:
 - Highlight victim’s issues through routine training and distribution of literature to CDCR staff.
 - Continue Office of Victim’s and Survivors Support participation on significant internal task forces, committees and executive meetings.
 - Assess and revise if necessary pre-release procedures specifically addressing victim issues such as notification, special conditions of parole, no contact orders, and temporary restraining orders.
 - Collaborate with state and local entities to ensure parolees who commit crimes are appropriately retained in custody for purposes of increasing parolee accountability and public safety.

- Use GPS monitoring devices for high-risk sex offenders. Explore using the devices to electronically enforce restraining orders and special conditions of parole (35 mile radius, etc.).
- Develop a pilot program for establishing specialized case loads for victims and witnesses of high-risk adult offenders newly committed to corrections. The specialized case load would require review of local case files to proactively capture victim information and ensure victims are afforded the opportunity to obtain temporary restraining orders and no contact orders.
- Develop procedures and dedicate resources for protecting victims and witnesses through the parole revocation process: This action requires appropriation of additional resources. The Valdivia Spring Finance Letter was supported by CDCR. Funding for 16 PYs to serve as victim/witness coordinators for parole revocation hearings, training for deputy commissioners and commissions and \$2 million in local assistance grant funds was approved.

5.5.2 Victims' Services—Completed

Juvenile and Adults

- As a result of the re-organization, DJJ staff were included in CDCR's OVSS newly established statewide Victim Advisory Council Meetings. This forum will meet twice a year with the next meeting tentatively scheduled for October/November 2006. OVSS is developing a user-friendly "Q&A" fact sheet and/or Victim Services How-To-Guide for crime victims and survivors.
 - CDCR revised its Vision Statement to include victims in January 2006:
 - CDCR has improved communication with local victim services to identify gaps in services and potential improvements to ensure continuity of services.
- Victims of Crime Act (VOCA) has begun to address the cultural and linguistic needs of the victims through the provision of culturally appropriate presentations and outreach materials, translation and interpretation services, and the production of a video that breaks down racial and class stereotypes in victimization. VOCA outreach participated locally in the Fiesta de la Familia and nationally in the National Victims' Rights week activities.
- Assess local training needs and provide training (e.g., courts, probation, victim/witness, community-based organizations, faith communities, etc.
 - Translate all victim-related publications into California's major languages; identify other avenues to disburse information to areas and agencies capable of translating materials to their clients (e.g., universities, faith communities, ethnic groups, etc
 - Update website and make it more user-friendly; expand website to include links to available information and resources for crime victims and survivors
 - Develop user-friendly "Q&A" fact sheet and/or "Victim Services How-to Guide" for OVSS for crime victims and survivors
 - Develop a secure change of address form for victims that is available for download or electronic filing on-line

5.5.3 Victim Notification—In progress

Juvenile

- Continue file review of all DJJ offender cases to locate victims and initiate notification services.
- Continue collaboration with Victim/Witness and probation to locate crime victims.
- Support the newly created DJJ institution victim service coordinator positions (O.H. Close Youth Correctional Facility and Preston Youth Correctional Facility)

Adults

- To ensure victims are notified regarding offender status, staff review each new commitment file and contact the victim(s) to offer departmental services.
- Assess feasibility of a web-based data system for CDCR Parole to improve victim notification in pre-release parole process through automated access to victim information by parole agents and computer-generated notifications:
- Amend statutes, regulations and policies to clarify what information about offenders can be released to victims, survivors, and witnesses, and to standardize victim notification requirements.
- Improve processes for proactively contacting victims and offering them OVSS services (i.e. capture victim information in offender case files when the offender is first committed to CDCR for purposes of informing them of their right to receive notification and other victim services; work with local district attorney offices, probation offices, and courts to obtain victim and survivor information for purposes of offering notification services, etc.; or require court clerks to provide victim information or notification request forms to OVSS upon commitment).
- Establish and implement process for case records staff to refer “public interest cases” to OVSS for purposes of providing specialized outreach to the victims of those offenders.
- Revise “Notice of Release” forms (i.e. CDCR Form 863-A, for adult offenders) to be more sensitive and to include information regarding release to a hold, deportation, discharge or parole supervision.

5.5.4 Parole Consideration Hearings—In progress

In order to ensure crime victims, survivors and/or next of kin received the opportunity to participate in parole consideration hearings, the Department is committed to:

Juvenile

- Continue internal collaborations regarding victim attendance at hearings.
- Continue to coordinate and accompany victims to hearings.
- Continue to provide limited financial travel assistance to victims attending hearings.
- Continue to monitor the number of victims attending hearings.
- Establish a consistent training calendar for the ongoing training of Board of Parole Hearing staff.

Adults

- Make standards of victim accompaniment uniform for Juvenile/Adult/BPH
- Amend CDCR policies to ensure victims and survivors are allowed to attend BPH parole eligibility hearings ("lifer hearings"). Current policies governing access to institutions where hearings are held do not adequately protect or enforce victims' rights to attend BPH hearings. This action is complete
- Create and implement use of new form to ensure Juvenile sites routinely notify OVSS of victim attendance at hearings.
- Ensure BPH hearing officers (initial and ongoing) are trained about victim appearances at hearings. Training should focus on what the law allows, as well as how to address and work with victims: BPH commissioners appointed since December 2005 have received training. Additional training will be provided as new commissioners are appointed and through annual refresher training.

5.5.5 Restitution—In progress

Juvenile

In order to expand and improve the imposition, collection and disbursement of court-ordered restitution to crime victims and the State Restitution Fund, the Department is committed to:

- Continue review of restitution orders and write courts for amendments.
- Analyze DJJ records and databases to ensure restitution amounts are consistent.
- Track courts non response to request for amended court orders.
- Collaborate with Ward Trust to ensure accounts are established to garnish 50% of offenders' trust account deposits and wages earned.
- Collect and disburse funds to victims prior to their request.
- Collect restitution from offenders in custody and on parole.
- Respond to offender inquires regarding restitution payment discrepancies.
- Continue collaborating with county probation and revenue and recovery offices to identify
- Prior collections and to avoid overpayments.
- Remit names of discharged offenders to Franchise Tax Board for ongoing collection.
- Continue to deliver and support victim/offender programming including offender restitution classes, victim impact classes, victim speakers and victim awareness sessions.
- Continue training staff, offenders and outside stakeholders on restitution collection process.
- As needed, update restitution brochures developed for victims and offenders.

Adults

- \$14,591,118 in restitution collections (not including administrative fees) were collected and forwarded to the Victim Compensation Program (VCP) in fiscal year 2005/06. This is 7 % higher than the previous fiscal year. A 14% increase to \$16.5 million is anticipated for fiscal 2007/08.
- The development and implementation of the Inmate Banking System (IBS) is in progress. Once completed, the Department will explore expanding it to youthful offender trust accounting and restitution collection.
- In January 1, 2006, the Department implemented the JPay program as an alternate method of payment from parolees.
- The Department has established restitution collections at adult reception centers and is in the process of establishing them at Community Correctional Facilities.
- The Department is attempting to locate all victims for whom CDCR has collected direct order funds.
- A major new Parole Collection program became policy on September 5, 2006, for collection of restitution from parolees. It makes restitution obligations visible to all Agents, ties early release from parole to restitution performance, and provides for referral of non performing parolees to FTB for collections.
- Prison Collections regulation is in place to increase prison restitution garnishment from 40 % to 50 % on January 1, 2007.

Strategy 5.6: Establish restorative justice practices to ensure both offender rehabilitation and accountability to victims, the community, and themselves by July 2007.

5.6.1 Community Services—In progress

Juvenile

- To give DJJ youth the opportunity to earn additional incentive credits, a federal grant proposal was submitted and approved to establish a comprehensive service learning project. Youthful offenders can earn incentive credits by participating in restorative justice projects as part of the current incentives program.

Adults

- To date, very little activity has occurred due to a lack of resources. Additional resources have been included in the Governor's proposed budget for FY 2006/07 for offender programs, vocation training, and education. Discussion is occurring among stakeholders and work on this strategy will begin soon; July 2007 is the new date for completion of this strategy.

5.6.2 Victim Impact Classes—In progress

Juvenile and Adult

- A federal grant has been received by CDCR to develop victim impact class curriculum for adult and juvenile offenders. The curriculum will be implemented at two pilot sites in California – San Quentin and the Heman G. Stark youth correctional facility. Creative service delivery of classes to offenders (i.e. use offender television programming) is being explored as well as the expansion of victim-offender mediated dialogue programs

to complete the offender portion of the program even when their victims are not willing or able to participate.

- The Department is in the process of allocating a "victim speaker" at mandatory adult parolee "Parole and Community Teams (PACT)" meetings as well as providing education to adult parolees on their financial responsibility to satisfy court-ordered restitution.

Goal 6: Outreach and Partnerships: Seek partnerships and develop meaningful programs and processes to promote shared responsibility for community safety

Strategy 6.1: Establish internal processes, procedures and resources to support community collaborative activities throughout the department by December 2006.

6.1.1 Management of Collaborations—In progress

- As of October 2006, the Division of Community Partnerships (created as part of the reorganization), has filled 12 of 15 authorized positions to direct and assist in the management of community collaboration activities. Staff are meeting with local communities to develop reentry strategies and to identify other programming opportunities. Effective July 2006, three institutions were authorized to hire a Community Partnerships Manager to facilitate community collaboration at the local level.

6.1.2 Directory—Completed

- In March 2005, the Department developed an online directory of over 140 community service providers for use by offenders and their families. The directory contains contact information for local service providers, along with brief descriptions of the services they provide. The directory was "rolled out" at a stakeholder collaborative conference in April 2005. The Department has received numerous requests from organizations that wish to be included among the service providers represented in the publication. Offenders, their families and those providing assistance to ex-offenders utilize the directory to identify appropriate services available in their local community. The directory is updated monthly.

6.1.3 Role Relationships—In progress

- In September 2006, the Department convened a Community Collaborative Forum to seek input on several key issue areas. This was the fourth convening of community stakeholders since January 2005. The Department will conduct these meetings annually.

6.1.4 Clearinghouse—In progress

- Currently there are several organizations (i.e., the Division of Community Partnerships, the Division of Adult Parole Operations, the Division of Reentry and Recidivism Reduction and the Office of Research) that maintain partnerships with local stakeholders. By December 2006, the Department will develop an inventory tool to track all partnership efforts in the Department, measuring progress and outcomes.

Strategy 6.2: Establish and enhance collaborations with stakeholders to implement evidence-based strategies to prevent crime, and reduce recidivism and victimization by December 2006.

6.2.1 Private Sector/Non-Profit Groups—In progress

This strategy is being implemented through the following initiatives and activities:

- In July 2006, the Department collaborated with Alpha for Prisons and Re-Entry to coordinate a first-of-its kind faith-based continuum of services for offenders preparing for re-entry. This is a unique, all-volunteer initiative that supports offenders' re-entry from pre-release to community integration. This program was first initiated at the Correctional

Institution for Women (CIW) in July 2006. In October 2006, a similar effort was launched at Folsom State Prison.

- In September 2006, CDCR was awarded a two-year, \$1.8 million grant by U.S. Department of Justice (DOJ) to provide assessment and planning support for prisoners re-integrating into society. The grant is in response to a call for proposals from DOJ's Prisoner Re-Entry Initiative (PRI). This companion grant supports the re-entry activities of U.S. Department of Labor (DOL) awardees (four California communities were awarded grants in November 2005: San Diego, Fresno, Oakland, and Sacramento). Planning efforts with local DOL grantees is currently underway and program implementation begins in January 2007.
- In October 2006, the Department will solicit applications for the Community-Based Reentry Initiative (CBRI) grant program for faith-based and community organizations (FBCOs). Awards will be announced in February 2007. The purpose of the CBRI Grant Program is to create incentives for local communities to develop collaborative service delivery systems; stimulate the use of evidence-based programming; and promote the leveraging of existing resources. The program provides \$750,000 in FY 2006/07 and \$1.5 million in FY 2007/08.

6.2.2 Public Sector Agencies—In progress

This strategy is being implemented through the following initiatives and activities:

- Since July 2005, 16 local communities have expressed interest in working with CDCR to develop plans to address offender reintegration. The Department continues to support local efforts through participation in community reentry roundtables. Additional targeted communities are being identified to expand partnerships.
- In November 2005, the Department began the implementation of Senate Bill 618 (Chapter 603, Statutes of 2005). SB 618 authorizes the Department to enter into agreements with up to three counties for the transfer of responsibility/duties for assessment of non-violent offenders sentenced to state prison from CDCR to local agencies. The effort began with San Diego County whose multi-agency plan will be implemented in December 2006. Pending notification of affected labor unions. In September 2006, the Department released a request for application (RFA) to solicit two additional counties to participate in the program effective July 2007. CDCR issued the RFA to six counties that responded to a July 2006 solicitation letter seeking interested applicants for the program.
- In June 2006, the Department established the Parole Reentry Partnership Initiative (PRPI). As part of the PRPI, the Department issued a request for information (RFI) in August 2006 to solicit responses from local agencies regarding possible locations for community-based, re-entry facilities in California. These facilities, staffed with correctional officers, would be secure and house no more than 500 inmates each. RFI responses were due September 29, 2006, and by mid-October 2006, CDCR will begin making formal contacts with responding parties to attempt to establish appropriate Reentry Partnerships.
- In October 2006, the will solicit applications for the Intergovernmental Partnerships Grant (IPG) program with awards to be announced in February 2007. The purpose of the IPG Program is to encourage local governments to establish partnerships with community-based organizations in the design and delivery of reentry programming. The program provides \$1.35 million in FY 2006/07 and \$2.7 million in FY 2007/08.

- In October 2006, the Department will begin planning for the implementation of AB 3064 (Statutes of 2006). This bill requires the Secretary to establish a reentry advisory committee no later than July 1, 2007. The committee will advise the Secretary on matters related to the successful planning, implementation and outcomes of all reentry programs and services in the Department. Members include representatives from the State government, local law enforcement, alcohol and drug programs, and advocates connected to criminal justice issues.

6.2.3 Family Involvement—In progress

This strategy is supported by the following initiatives and activities:

- In June 2006, CDCR reviewed concepts and provided letters of support for California organizations applying for federal “Promoting Responsible Fatherhood” grants.
- In July 2006, the Department began implementation of an additional visiting day at 10 male institutions. This initiative provides a Social Worker at each site to assist the family in developing strategies to deal with various issues that are likely to arise upon the offender’s return to the family/community and which may negatively impact their ability to reintegrate. This represents first step in building a service network to strengthen family reunification after incarceration.
- A request for proposal (RFP) was released to hire a contractor to provide transportation services related to the implementation of the monthly “Get on the Bus” program at two female institutions in Chowchilla. This program provides free monthly transportation to families. The program will send a monthly average of six buses each month from both Northern and Southern California. It is anticipated that this effort will begin in March 2007.

Strategy 6.3: Establish intergovernmental collaborations (e.g. with Department of Mental Health, Employment Development Department, Business, Transportation and Housing Agency) to support successful integration of parolees into our communities by August 2006.

6.3.1 State-Level Stakeholders—In progress

CDCR has determined the need for a state agency workgroup. Although the establishment of the workgroup is pending, below are examples of activities that support this strategy:

- CDCR is participating in a workgroup convened by the Department of Child Support Services to initiate collaboration on child support issues facing incarcerated obligors.
- Initiated in Spring 2006, the Department is participating in the Inter-Agency Council on Chronic Homelessness. The Council is scheduled to publish a Ten-Year Chronic Homeless Action Plan in Fall 2006.
- CDCR is participating in an effort convened by the California Department of Veterans Affairs (CDVA) to develop strategies for increasing the number of California veterans receiving federal veteran benefits, including those veterans who are (or have been) incarcerated. A report from CDVA to the legislature is due by February 1, 2007.

Strategy 6.4: Enhance collaborations with local criminal, juvenile justice, social services, crime victims and other advocacy agencies to support effective integration of parolees into our communities by November 2006.

6.4.1 Research Forums—In progress

This strategy is being implemented through the following initiatives and activities:

- CDCR has re-established the Research Review Process for external research proposals, and created a panel to promote research. The Department has established a process for review and approval of outside research projects to study a variety of aspects of the California Correctional System. These collaborations are with academic researchers; results of the studies are shared with the Department.
- Funding was received for grants (\$1 million), and fellowships (\$288,000). Proposals for both funding categories have been received and are in the review process.
- Over 29 opportunities for collaboration with external researchers have been realized in the last 24 months. These activities include events and projects hosted and sponsored by the University of California (UCLA, UCI, and UC Berkeley), National Institute of Justice (NIJ), and other private, non-profit research and advocacy organizations.

6.4.2 Best Practices—Completed

- A partnership with the University California of Irvine (UCI) Center for Evidence Based Corrections is in place and continues through May 2008. The UCI Center for Evidence-Based Corrections has collaborated on several projects. Examples include the creation of the California Program Assessment Process (CPAP); the preparation of a “white paper” on the COMPSTAT Process and an analysis of reentry issues in California.
- In September 2006, the UCI Center for Evidence Based Corrections examined “The Scope of Correctional Control in California,” presenting one-day standing counts of Californians under correctional control on December 31, 2004.

6.4.3 Research Review—Completed

- The review network has been expanding since the adoption of Research Review Procedures in November 2005. The network currently includes over 30 researchers from the University of California, California State University, the University of Hawaii, University of New Haven, and the Georgia Board of Pardons and Paroles.

Goal 7: Health Care Delivery: Establish a managed health care system to ensure efficient deliver of quality health care

Strategy 7.1: Develop and implement a Service Delivery System to provide accessible, quality and cost effective health care across all programs by December 2012.

Note on Medical Care:

The Department of Corrections Health Care System (DCHCS) Inmate Medical Services Program is currently under the authority and supervision of the Federal Court Receiver. While the Department has developed and implemented the following specific plans of action, the Federal Receiver had no opportunity to date, to review, modify, and adjust, if necessary the accomplished products to date. Strategies and implementation timelines presented in this document are subject to approval and modification by the Receiver.

7.1.1 Assessment – Mental Health

The DCHCS Mental Health Program provides risk assessment and classification for the identification of patients with significant risks and special mental health needs. Entry into the Mental Health program is through a standardized mental health assessment performed at the Reception Centers to screen for prior psychiatric hospitalization, current psychotropic medication, suicidality and seriously maladaptive behaviors.

This Strategy is being implemented through the following initiatives and activities:

- Patients are referred to clinicians for in-depth evaluation to diagnose serious mental disorders, determine level of functioning, and referral to the appropriate level of care. They also assess inmates for developmental disabilities.
- Mental Health Services Delivery System (MHSDS) staff participated in a court ordered study of patients at the Enhanced Outpatient Program (EOP) level of care. This study, which concluded in March 2005, showed that all of the patients had been referred to appropriate higher level of care (e.g., Intermediate Care Facility /non-acute and acute) and that demand for services in the area of Intermediate Care Facility Treatment for Level IV inmates exceeded bed supply. In response, the MHSDS staff has been trained in an expedited referral process, and efforts are underway to increase bed availability.
- The MHSDS forensic clinicians provide forensic reports on Mentally Disordered Offenders for the Board of Parole Hearings. The disciplinary process, now includes a mental health assessment for all seriously mentally disordered offenders. Mental health factors from the assessment are taken into consideration in assessing guilt and appropriate penalties.
- In June 2005, MHSDS developed procedures for Mental Health Assessment of Inmate Indecent Exposure and Treatment for Exhibitionism, guidelines for the evaluation and treatment of inmates with the sexual disorder of exhibitionism.
- MHSDS developed a centralized approach, using a Coordinated Clinical Assessment Team, to expedite the review and decision making process for patients referred to Department of Mental Health facilities. The process has reduced the number of rejections and incomplete referral packets to the Department of Mental Health (DMH).

7.1.2 Medical Risk Assessment—Medical Care

Current activities and initiatives that support achievement of the DCHCS Strategic Goals are described below:

- An inmate's first point of contact with Medical Services is through a standardized health assessment. In 2002, DCHCS implemented processes to ensure that inmates receive a history and physical examination when they are processed into the system at a Reception Center and upon their transfer and arrival at a receiving institution. The medical assessment is the clinical basis for determining the inmate's health status, medication needs and guides the early identification of chronic conditions.
- A series of protocols have been developed to guide referral processes and establish patient priorities for accessing primary and specialty care.
- The DCHCS estimates that a significant number of inmates have a chronic condition. The Inmate Medical Services Program has established programs to ensure patients at

risk of chronic care conditions are evaluated by appropriately trained primary care physicians and enrolled in programs designed for patients with chronic health conditions, when medically indicated. The Chronic Care program is designed to improve health status and prevent unnecessary hospitalization.

- For patients whose conditions worsen, the DCHCS established a High Risk Care program. Patients experiencing difficulty managing their disease are enrolled in a more intensive medical management program with more frequent interaction with primary care physicians and/or specialists. The High Risk Care program was piloted in December 2004 and gradually implemented at the Plata roll-out institutions over a two-year period. The program was added to policy in March 2006.
- DCHCS has established a process for identifying and referring patients with complex, high-risk medical conditions to the institutions with qualified clinical staff. The University of California San Francisco assists DCHCS with the assessment and identification of high-risk patients and developing care plans.

7.1.3 Assessment—Dental Care

- Implementation of the DCHCS Dental Program is under the Perez Court Order that requires substantial increases in service levels over a four-year rollout.
- Current activities and initiatives that support achievement of the DCHCS Strategic Goals are described below:
- Inmates currently receive dental assessments at the time of entry into a CDCR Reception Center. During this assessment, emergency services are provided and routine service needs are identified.

7.1.4 Levels of Care—Mental Health

The primary function of the Mental Health Services Delivery System (MHSDS) is to ensure patients have ready access to mental health services based on their need, and that the individual level of functioning of seriously mentally disordered patients is optimized so they may be maintained in the least restrictive environment.

The MHSDS provides services across five levels of care, with the higher levels of care consolidated within a smaller number of institutions to improve access, quality, and cost-effectiveness of care, and established standard staffing patterns for each level of care to ensure appropriate treatment. The Mental Health Program Guide provides the policies and procedures that govern delivery of mental health services. The Levels of Care are summarized below:

- Correctional Clinical Case Management System (CCCMS): Approximately 85% of the patients identified with a serious mental disorder are enrolled in the CCCMS program. Patients receiving CCCMS services are housed within the General Population and participate on an outpatient basis and the services include individual counseling, crisis intervention, medication review, group therapy, social skills training, and clinical discharge and pre-release planning.
- Enhanced Outpatient Program (EOP): The EOP provides the most intensive level of outpatient mental health care. The program includes separate housing units, structured activities and serves mentally ill patients who experience adjustment difficulties in a General Population setting, but are not so impaired that they require 24-hour inpatient care. EOP services focus on treatment of chronic mental illness and the resolution of

institutional adjustment problems. The program includes 10 hours of structured clinical activity per week, individual clinical contacts at least every two weeks, and enhanced nursing services.

- Intermediate Care Facility (ICF): The ICF program provides longer-term intermediate and non-acute treatment for patients with a serious mental disorder requiring treatment who cannot function adequately or stabilize at EOP level of care, but may be remediated and stabilized with more intensive, inpatient services. Length of stay is an average of seven months. ICF beds are provided through the DMH.
- Acute Psychiatric Program (APP): The APP provides 24-hour intensive, short-term treatment and serves patients that suffer impairment of functioning due to either acute serious mental disorder or acute exacerbation of a chronic serious mental disorder. The average length of stay is two to three months. The services are delivered through DMH at California Medical Facility's General Acute Care Hospital.
- Mental Health Crisis Beds (MHCB): MHCBs provide short-term crisis intervention up to ten days, in licensed Correctional Treatment Centers (CTC) for patients presenting with acute symptoms of a serious mental health disorder, such as suicidal or self-harming behavior, or suffering from a significant or life-threatening disability. Services include observation, monitoring, continuous nursing assistance, symptom assessment, diagnosis, development of an initial treatment plan, therapy to alleviate psychiatric distress, and referral to appropriate level of care.

Providing mental health services at the established levels of care requires appropriate levels of resources. Major strategic initiatives related to the provision of mental health services include:

- CDCR has serious bed shortages for mental health patients. The Department provided a plan for the provision of acute and intermediate inpatient beds and mental health crisis beds to the Coleman court in April 2006. DCHCS is working with the Coleman court to finalize the long-term plans that are now required to account for EOP level of care in addition to acute and intermediate.
- A number of projects designed to increase bed availability have been completed or are underway including:
 - Opening MHCB Units at the California Men's Colony in May 2006 and California State Prison Sacramento, and Kern Valley State Prison in July 2006.
 - Developed a plan for EOP treatment in Reception Centers
 - Activating additional EOP beds at CSP-SAC and MCSP
 - Converting beds at California Medical Facility and the Salinas Valley State Prison to ICF level of care.
- Providing appropriate levels of care requires staffing resources and to that end the CDCR is adding over 800 positions. In addition, activities are underway to implement an evaluation process for psychiatrists who are not Board certified to assure that clinicians meet care standards.
- The CDCR is moving towards consolidated mental health care centers whereby designated mental health beds will be provided in select institutions. The criteria for selection includes geographic location, ability to recruit and retain clinical staff,

established culture of treatment, the availability of space for program expansion, and proximity to DMH operated facilities and state hospitals.

7.1.5 Levels of Medical Care

- The health care delivery system is a combination of direct patient care provided by CDCR employed and contracted health care practitioners on-site and services provided through contracted community hospitals, specialists and ancillary providers.
- The Inmate Medical Services Program was built on the principle of a primary care provider whereby a physician is responsible for coordinating and arranging through referral for the provision of medically necessary services for their patients. Clinical guidelines have been developed in the form of policies and procedures that serve as parameters to guide practitioners in delivering and arranging care in a correctional health care setting.
- The Inmate Medical Services Program provides basic and enhanced primary care services in accordance with patient need that includes the following:
 - Low-Risk: General outpatient/primary care services providing preventive screens, immunizations and basic primary care services.
 - Moderate-Risk: General outpatient serving patients with well-managed chronic conditions receive enhanced services and monitoring through on-site outpatient clinics.
 - High-Risk: Intensive outpatient program serving patients with poor control of their chronic condition, or whose severity of illness or multiplicity of disease requires coordinated management by a Qualified High Risk Provider.

The Inmate Medical Services Program also provides Inpatient Hospital Services as follows:

- On-site: Serving patients with less complicated acute conditions that require transitional, sub-acute and skilled nursing care, in general acute care hospitals and Correction Training Centers.
- Community Based: Serving patients with emergency and more complex acute conditions. DCHCS has established Preferred Provider contracts with select hospitals.

Strategic initiatives and activities related to this strategy include:

- Standardized Policies and Procedures. In 2002, the DCHCS issued the Inmate Medical Services Program Policies and Procedures that govern the delivery of medical services. The policies were updated in 2003 and 2006 to reflect changes reached through settlement agreements between DCHCS and the Federal Court and are consistent with constitutional requirements.
- Medical Staffing. In December 2005, the CDCR received a court order to implement an aggressive strategy to hire board certified primary care physicians and registered nurses (RN). As of June 2006, the vacancy rate for RN positions (1,281) was reduced from 33 to 13 percent. The vacancy rate for primary care physician positions (300) was reduced from 24 to 21 percent.

- In September 2006, the Federal Receiver filed a Motion for Waiver of State Law in order to implement new salary ranges for physicians, mid-level practitioners, registered nurses, licensed vocational nurses and pharmacy staff.
- The Federal Receiver is planning to expand bed availability for medical services by constructing 5,000 multi-purpose medical beds to be operational within the next three – five years. The project will encompass the following:
 - A survey of prisoner/patient medical needs to be conducted by a private consulting firm.
 - Identifying and securing 500 CTC or CTC replacement step-down beds to facilitate the timely and appropriate transfer of patients from community hospital beds.
 - Coordination with the Coleman Special Master (Mental Health) to determine whether the construction project should include 5,000 mental health beds for a total of 10,000 additional beds.
- The DCHCS is working with staff from CDCR Office of Business Services and the Department of General Services to streamline the contracting and procurement processes to assure that clinical services and supplies are readily available to provide required levels of care.

7.1.6 Levels of Care—Dental Care

- Levels of care were expanded and are defined in the 2006 Dental Program Policies and Procedures. These levels of care will be implemented during the four-year rollout of the Perez stipulated agreement.
- The DCHCS completed a Perez Court ordered workload study of dental services to determine the number of clinical staff that will be required to adequately provide dental services to the inmate population in accordance with the Dental Program Policy and Procedures.
- The DCHCS completed a salary survey to determine comparable salary levels for dental staff in other settings. The provision of appropriate salaries will be required to attract and retain the clinical staff necessary to provide dental care at required levels.
- The DCHCS was funded to complete a comprehensive dental space survey at all 33 institutions. This survey was completed in September 2006.
- The DCHCS has identified and replaced antiquated and non-functional dental equipment. In addition, the Dental Program has received funding for a replacement cycle for major equipment within the Dental Program.

7.1.7 Prevention—Mental Health

- Suicide Prevention Policies and Procedures were developed and Suicide Prevention Training is required annually and is taught jointly by trained mental health and custody staff.
- DCHCS conducts a monthly suicide prevention videoconference with all institutions. When a suicide occurs, the suicide reporting and review process requires development and implementation of a corrective action plan.

- DCHCS developed a preventive plan for addressing escalating suicide rates in Administrative Segregation housing units, which has been submitted to the Coleman court.

7.1.8 Prevention – Medical Care

- DCHCS has established preventive care guidelines that require a completed history and physical, behavioral risk screening and health education services. This includes age and gender specific screening studies.
- DCHCS operates a Peer Education Program in select institutions, which has proved successful in educating inmates on the consequence of high-risk behaviors.

7.1.9 Prevention—Dental Care

- The Dental Program contains a prevention component that addresses the important role of prophylaxis and self care in the achievement and maintenance of Dental Health. Currently, all inmates are receiving an orientation handbook that includes a section on oral hygiene self care. DCHCS is currently developing a self-care training program for inmates on oral hygiene. The projected completion date for the training module is January 2007 at which time training will commence at the first 14 institutions.
- Prior to July 2005, the CDCR inmate population had no access to dental floss and fluoridated toothpaste or tooth powder. As part of the Perez Settlement Agreement, dental flossers and fluoridated tooth powder are now available to the inmate population.

Strategy 7.2: Develop and implement a comprehensive Performance Management System to monitor the program performance of each program and identify opportunities for improvement by December 2008.

The DCHCS is working towards the development of data driven Performance Management Systems that will allow for regular of all program areas. Initiatives and activities in this are include:

- DCHCS produces a quarterly Mental Health Program Management Report used to measure performance through key indicators.
- The Mental Health Program Subcommittee provides oversight to the Mental Health Program and coordinates multiple focus areas, such as suicide prevention and response, to achieve the Division's strategic objectives. The Mental Health Program committee uses management report data to determine program trends and identify areas and makes recommendations fro program improvements.
- DCHCS has established the Mental Health Quality Management Assessment Team to assist the institutions in their quality management efforts.
- DCHCS Medical Program established key process indicators to measure program performance, which is collected through the Inmate Scheduling and Tracking System.
- In 2006, the DCHCS developed and implemented and orientation program for newly hired physicians, physician assistants, nurse practitioners, and registered nurses, both state employees and contractors.

- In 2005, the DCHCS developed and implemented a comprehensive interim professional practice executive committee program for physician peer review. The Committee meets on a bi-weekly basis.
- DCHCS established a death review committee, which meets bi-weekly, to conduct a high level review of the health care services provided prior to the death of the an inmate. The reviews are conducted within 30 days of death and focus on identification of specific care and/or systemic issues that may have played a contributive factor. The committee forwards cases onto the proper entity for further review if needed. To date, the committee has completed 219 reviews.
- A focus improvement team has been established to review the emergency medical response system and identify ways to improve emergency response times and services.

Strategy 7.3: Develop and implement a comprehensive evidence-based program and practice standards in priority areas by December 2009.

- DCHCS has developed a series of clinical guidelines to improvement the medical management of care, which includes:
 - Guidelines for the management of chronic disease, including asthma, hypertension, diabetes, and seizure disorders.
 - In 2004, DCHCS collaborated with experts from the UC San Diego to develop a standardized guideline for the treatment of the hepatitis C virus (HCV).
 - In 2005, DCHCS developed guidelines on the treatment of hyperlipidemia and Valley Fever.
 - DCHCS is developing guidelines to improve treatment of methicillin-resistant staphylococcus aureus (MRSA) infection, gender dysphoria, and human immunodeficiency virus (HIV).
 - DCHSC is working with UC San Diego to develop patient care protocols for 20 chronic care conditions.

California Department of Corrections and Rehabilitation Written Testimony to Little Hoover Commission Performance Measurement System

Commentary

In January 2006, the California Department of Corrections and Rehabilitation (CDCR) presented the Little Hoover Commission (LHC) with a list of performance measures drafted specifically for Goal 5 – Crime Prevention and Public Safety and Goal 1 – Work Force Excellence, with a commitment to continue to develop measures for all goals by July 2007.

The strategic measurement system presented at that time focused on outcomes and strategic measures designed to achieve specific results. It was designed as a staged implementation with the knowledge that not all data would be available immediately. The entire system was to be supported by existing and planned technology. The Department committed to developing these measures and the data reporting systems over the subsequent 18 months.

Shortly after the presentation to LHC, the Department became aware of a highly successful performance management approach used by the Los Angeles Police Department (LAPD) to reduce crime called “COMPSTAT” for “comparable statistics.” The process involves tracking of performance measurements on an ongoing basis, the identification of areas which need improvement, and identification of strategies and best practices to achieve desired outcomes. With the assistance of the LAPD, the Department was able to develop this process for use in CDCR to measure performance.

Progress

In March 2006, the first performance indicators were developed and COMPSTAT was implemented in CDCR. The Department developed a schedule of different program areas to be reviewed each week. Data gathering templates were designed for each program area and counting rules were created to ensure the integrity of the data collected. The Department's Executives attend each COMPSTAT session and use current data as the basis for their questioning and review. These reviews are conducted in open forums. The COMPSTAT process promotes accountability, facilitates open and clear communication, identifies problems, encourages “thinking outside the box,” and considers resources in responding to problems.

The first performance measures developed by the Department were for juvenile facilities and adult institutions which include many of the measurements identified to the LHC in January 2006 for Goal 5, Crime Prevention and Safety. Of the 23 key indicators identified for Goal 5, COMPSTAT is currently measuring 15. In total, the Department has developed 213 performance measurements for adult institutions and 160 for juvenile facilities. An example of the performance measurement template for adult institutions is attached.

The Department has since expanded the COMPSTAT process to juvenile and adult parole operations, Board of Parole Hearings and Corrections Standards Authority. Subsequent to the development of the Department's COMPSTAT process, the Legislature, in its Supplemental Report of the 2006/2007 Budget Act, requested the Department to provide additional performance measurements. These measurements have additionally been incorporated into the Department's COMPSTAT process. As a result, there are now 227 separate performance measurements, that will be tracked in adult institutions and 189 in juvenile facilities. In addition, CDCR is in the process of developing measurements for the information technology and administrative functions of the organization.

In support of the commitment to performance measurement, the Department continues to pursue the technological improvements necessary to provide timely and accurate data as well as the

capability to perform analysis on the data presented. COMPSTAT will become the primary measurement tool in the Department and over time, most departmental programs will participate in this process.

Between March and October 2006, the Department has made substantial progress in developing a performance measurement system that is data driven, focuses on key indicators of performance, and facilitates communication and oversight between executive management and program managers. The Department is confident that this process will yield the type of program, operational and strategic changes necessary to reform California's prison system.

California Department of Corrections and Rehabilitation
 Example of **COMPSTAT** Template
 Adult Institutions

Institution 1st Qtr 2006	Institution April 2006	Institution May 2006	Institution June 2006	Institution 2nd Qtr 2006	Increase/ Decrease
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A. CUSTODY OPERATIONS

<i>Permanent Housing Capacity</i>
<i>Non-Traditional Temporary Housing</i>
<i>Gyms</i>
<i>Dayrooms</i>
<i>Other</i>
<i>Budgeted Capacity</i>
<i>Inmate Count</i>
<i>% Inst. Filled to Budgeted Capacity</i>

<i>Beds</i>
<i>Authorized Beds</i>
<i>Filled Beds</i>
<i>Vacant Beds</i>
<i>% Occupied</i>

<i>Inmate Custody Level</i>
<i>Level I</i>
<i>Level II</i>
<i>Level III</i>
<i>Level IV</i>
<i>Camp</i>
<i>Reception Center/Unclassified</i>

<i>Inmate Age Group</i>
<i>18 to 31</i>
<i>32 to 45</i>
<i>46 and above</i>

<i>Reception Center</i>
<i>Budgeted Capacity</i>
<i>Actual Population</i>
<i>General Population</i>
<i>Budgeted Capacity</i>
<i>Actual Population</i>
<i>Minimum Support Facility</i>
<i>Budgeted Capacity</i>
<i>Actual Population</i>
<i>Administrative Segregation Unit</i>
<i>Budgeted Capacity</i>

<i>Actual Population</i>
<i>Average Length of Stay</i>
<i>Administrative Segregation Pending Transfer</i>
<i>Sensitive Needs Yard Endorsed</i>
<i>Security Housing Unit Endorsed</i>
<i>Administrative Segregation Unit (Overflow)</i>
<i>Budgeted Capacity</i>
<i>Actual Population</i>
<i>Administrative Segregation Unit (Hub)</i>
<i>Actual Population</i>
<i>Behavior Management Unit</i>
<i>Budgeted Capacity</i>
<i>Actual Population</i>
<i>Average Length of Stay</i>
<i>American with Disabilities Act</i>
<i>Actual Population</i>
<i>Correctional Clinical Case Management Services</i>
<i>Actual Population</i>
<i>Enhanced Outpatient Unit (Level III)</i>
<i>Budgeted Capacity</i>
<i>Actual Population</i>
<i>Enhanced Outpatient Unit (Level IV)</i>
<i>Budgeted Capacity</i>
<i>Actual Population</i>
<i>Psychiatric Services Unit</i>
<i>Budgeted Capacity</i>
<i>Actual Population</i>
<i>Average Length of Stay</i>
<i>Security Housing Unit</i>
<i>Budgeted Capacity</i>
<i>Actual Population</i>
<i>Average Length of Stay</i>
<i>Sensitive Needs Yard</i>
<i>Budgeted Capacity</i>
<i>Actual Population</i>
<i>Single Cell Inmates</i>
<i>Total Single Cell Inmates</i>
<i>With S-Suffix</i>
<i>Without S-Suffix</i>

<i>Inmate Disciplinary (115's)</i>
<i>Total</i>
<i>Per 100 inmates</i>
<i>Conduct</i>
<i>Batteries on Staff</i>
<i>Batteries on Inmates</i>
<i>Stimulants and Sedatives</i>
<i>Other</i>

Serious 115's Lost to time constraints

Number of Incidents
<i>Per 100 Inmates</i>
Number of Voiced Incident Reports
Total Number of Documented Force
<i>Per 100 Inmates</i>
Departmental Executive Use of Force Review
TYPE OF FORCE
1. OC
2. Physical Force
3. Baton
4. CN
5. 37 mm/40 mm
6. Mini 14 - Shots
7. Mini 14 - Warning Shots
8. Shotgun
9. Hydro-Force Water Restraint System
10. Other
Lockdown/Modified Program
<i>% of Inmates on Lockdown/Modified Program</i>
CONTROLLED SUBSTANCE INVOLVED/U.A.
<i>Methamphetamine</i>
<i>Marijuana</i>
<i>Heroin</i>
<i>Cocaine</i>
<i>Drug Paraphernalia/Other</i>
BATTERY ON STAFF
<i>With Weapon</i>
<i>Without Weapon</i>
BATTERY ON INMATE
<i>With Weapon</i>
<i>Without Weapon</i>
CELL EXTRACTIONS
ESCAPES
KEYHEA
MELEE/RIOT
MUTUAL COMBAT
POSSESSION OF A WEAPON
RESISTING STAFF
THREATENING STAFF
MEDICAL
<i>Attempted Suicide</i>
<i>Suicide</i>
<i>Natural Death</i>
<i>Homicide</i>
<i>Accidental</i>
MISCELLANEOUS

Indecent Exposure Incidents
<i>Total number of incidents (first time and repeat offenders)</i>
<i>Number of D.A. referrals</i>
<i>Total number of victims</i>
<i>Total number of documented mental health referrals</i>

Inmate Appeals
<i>Total Appeals Issued a Log Number</i>
<i>Total Screen Outs</i>
<i>Total Overdue Appeals</i>
<i>Total Modification Orders Issued (Third Level Only)</i>
<i>Appeals Per 100 Inmates</i>

Inmate Appeal Breakdown
<i>Disciplinary</i>
<i>Custody/Classification</i>
<i>Mail</i>
<i>Visiting</i>
<i>Personal Property</i>
<i>Case Records</i>
<i>Staff Complaints</i>
<i>Living Conditions</i>
<i>Legal</i>
<i>Program</i>
<i>Segregation Hearings</i>
<i>Work Incentive</i>
<i>Re-Entry</i>
<i>Transfer</i>
<i>Funds</i>
<i>Other</i>
<i>Medical</i>
<i>ADA (1824's)</i>

B. PROGRAMS

Education
Academic Programs
<i>Total Inmate Capacity</i>
<i>Total Inmate Enrollment</i>
<i>% of Total Capacity Enrolled</i>
<i>Total Hours X-Time</i>
<i>Total Hours S-Time</i>
<i>Total S-Time Custody</i>
<i>Total S-Time Education</i>
<i>Number of Program Completions (GED, HS)</i>
<i>Number of inmates on ABE Waiting List</i>
<i>Average Reading Level of Students</i>
Vocational Programs

<i>Total Inmate Capacity</i>
<i>Actual Inmate Enrollment</i>
<i>Total X-Time</i>
<i>Total S-Time</i>
<i>Total S-Time Custody</i>
<i>Total S-Time Education</i>
<i>Number of Program Completions (Certificates earned)</i>

Alternative Education Models
<i>Total Number Independent Study Students</i>
<i>Total Number Distance Learning Students</i>
Bridging Programs
<i>Actual Inmate Enrollment</i>
College Programs
<i>Actual Inmate Enrollment</i>
<i>Total Completions</i>

Inmate Work Assignments
<i>Total Available Assignments</i>
<i>Total Eligible Inmates</i>
<i>Total Inmates Assigned</i>
<i>Total Inmates Unassigned</i>
<i>Total Inmates on Waiting List</i>

Office of Substance Abuse
<i>Total SAP Beds</i>
<i>Total SAP Beds Filled</i>
<i>% of SAP Beds Filled</i>
<i>Waiting List of Potential SAP Participants</i>
<i>Number of Program Completions</i>

Prison Industry Authority
<i>Total PIA Assignments</i>
<i>Total PIA Assignments Filled</i>
<i>% of PIA Assignments Filled</i>
<i>Total Inmates on Waiting List</i>

Self Help Groups
Alcoholics Anonymous
<i>Total Number of Meetings</i>
<i>Total number of Inmate Attendees</i>
Narcotics Anonymous
<i>Total Number of Meetings</i>
<i>Total number of Inmate Attendees</i>
Other (Veteran's, Parenting, Etc.)
<i>Total Number of Meetings</i>
<i>Total number of Inmate Attendees</i>

Total Number of Meetings
Total number of Inmate Attendees

C. ADMINISTRATION

Budget Allotment
Total Allotment
Surplus/Deficit
Surplus/Def of Total

Personnel Vacancies
Custody (R06, S06)
Staff Count
Authorized Positions
Vacancy Rate
Education Positions (R03, S03)
Staff Count
Authorized Positions
Vacancy Rate
Medical Positions (16, 17, 18, 19, 20, R, S, & M)
Staff Count
Authorized Positions
Vacancy Rate
Support Staff (R01, S01, R04, S04)
Staff Count
Authorized Positions
Vacancy Rate

Trades (R 12, 13, 15; S 12, 13, 15)
Staff Count
Authorized Positions
Vacancy Rate
Management (M01, M06, E99)
Staff Count
Authorized Positions
Vacancy Rate

Overtime
Total
AVG Hours Per Staff (based on 8 hour day)
Custody
Lieutenants
Sergeants
Officers
Other Custody
Non-Custody
Medical

Sick Leave
Total Hours
AVG Hours Per Staff (based on 8 hour day)
Custody
Lieutenants
Sergeants
Officers
Other Custody
Non-Custody
Medical

Workers' Compensation
Custody -- Number of Staff off Work due to accepted and pending claims.
Off Work Rate (Per 100 Staff)
Pending
New
Closed
Non-Custody -- Number of Staff off Work due to accepted and pending claims.
Off Work Rate (Per 100 Staff)
Pending
New
Closed

NDI/FMLA
Custody -- Number of Staff off Work due to non-work related illness/injuries.
Off Work Rate (Per 100 Staff)
Non-Custody -- Number of Staff off Work due to non-work related illness/injuries.
Off Work Rate (Per 100 Staff)

Accounting
Penalties (\$ Amounts)
Institutions (Program 25)
Education (Program 45)

Regulatory Citations
OSHA
Number of Penalties
Dollar Amount

Work Orders
Number of emergency Work Orders (priority 1) received
Number of emergency Work Orders (priority 1) completed
% of emergency Work Orders (priority 1) completed
Number of Work Orders (priority 2 thru 5) received/submitted
Number of Work Orders (priority 2 thru 5) completed
% of Work Orders (Priority 2 thru 5) completed
% of personnel hours spent on preventive maintenance

Employee Grievances and Staff Complaints
<i>Total</i>
<i>Per 100 Staff</i>
<i>Health & Safety</i>
<i>Conditions of Work</i>
<i>E.E.O</i>

Staff Investigations
<i>Total Central Intake Requests</i>
<i>Per 100 Staff</i>
<i>CI Requests Accepted</i>
<i>CI Requests Returned</i>
<i>Total Number of Open Investigations</i>
<i>Investigations exceeding 180 calendar days</i>
<i>Investigations exceeding the Statute of Limitations</i>

Adverse Actions
<i>Total</i>
<i>Per 100 Staff</i>
<i>Dismissals</i>



STRATEGIC PLAN 2005/2006 COMPARISON

Strategic Plan '05	Strategic Plan '06	Changes? Yes/No
Secretary's Message		
<p>Vision: "We will end the causes and tragic effects of crime, violence, and victimization in our communities through a collaborative effort that provides:</p> <ul style="list-style-type: none"> - Intervention to at-risk populations - Quality services from time of arrest - Successful integration back into society" 	<p>Vision: "We will end the causes and tragic effects of crime, violence, and victimization in our communities through a collaborative effort"</p>	Yes
Goal 1: Workforce Excellence		
<p>STRATEGY 1.1 Develop a comprehensive recruitment and hiring plan by October 2005</p>	<p>STRATEGIC 1.1 Develop <u>and implement</u> a comprehensive recruitment and hiring plan by <u>August 2006</u></p>	Yes
<p>Objective 1.1.1: Outreach and Marketing Plan Establish an annual outreach and marketing plan that identifies potential candidates TIMELINE: July 2005</p> <p>Objective 1.1.2: Recruitment Partnerships Establish recruitment partnerships with external organizations to help us identify and attract potential candidates. Seek means to encourage our employees to identify potential candidates TIMELINE: October 2005</p> <p>Objective 1.1.3: Hiring Time Reduce the hiring time, including background checks, for entry level classifications to 90 days TIMELINE: July 2005</p>	<p>Objective 1.1.1: Outreach and Marketing Plan Establish an annual outreach and marketing plan that identifies potential candidates TIMELINE: <u>Completed</u></p> <p>Objective 1.1.2: Recruitment Partnerships Establish recruitment partnerships with external organizations to help us identify and attract potential candidates. Seek means to encourage our employees to identify potential candidates TIMELINE: <u>Completed</u></p> <p>Objective 1.1.3: <u>Entry-Level Peace Officer Selection Process</u> <u>Conduct analysis to reduce the peace officer selection process hiring time from application to list eligibility from 18 months to 6 months</u> TIMELINE: <u>August 2006</u></p>	Yes Yes Yes
<p>STRATEGY 1.2 Establish a multi-disciplinary Academy responsible for providing a continuum of training and development programs by January 2007</p>	<p>STRATEGY 1.2 Establish a multi-disciplinary Academy responsible for providing a continuum of training and development programs by January 2007</p>	No
<p>Objective 1.2.1: Consolidated Academies Combine the youth and adult academies under a Chief Learning Officer (CLO) TIMELINE: December 2006</p> <p>Objective 1.2.2: Needs Assessment Conduct a series of training needs assessments for selected job classifications TIMELINE: December 2006</p> <p>Objective 1.2.3: Three Tier Training Develop an initial set of programs for 1) technical training, 2) supervisory development, 3) leadership development which includes a command college. Include ethics and core values in all programs. TIMELINE: December 2006</p> <p>Objective 1.2.4: In-Service Training Centralize the development of in-service programs within the Academy TIMELINE: December 2005</p> <p>Objective 1.2.5: Academy Instructors Establish criteria and methods for Academy instructors selection and rotation TIMELINE: June 2005</p>	<p>Objective 1.2.1: <u>Academy Consolidation</u> Combine the youth and adult academies TIMELINE: December 2006</p> <p>Objective 1.2.2: Needs Assessment Conduct a series of training needs assessments for selected job classifications TIMELINE: December 2006</p> <p>Objective 1.2.3: Three Tier Training Develop an initial set of programs for 1) technical training, 2) supervisory development, 3) leadership development which includes a command college. Include ethics and core values in all programs. TIMELINE: December 2006</p> <p>Objective 1.2.4: <u>Continuing Education Training</u> Centralize the development of <u>continuous education training programs within the Office of Training and Professional Development</u> TIMELINE: December 2005</p> <p>Objective 1.2.5: <u>Instructors</u> Establish criteria and methods for instructors selection and rotation TIMELINE: <u>July 2006</u></p>	Yes No No Yes Yes



STRATEGIC PLAN 2005/2006 COMPARISON

Strategic Plan '05	Strategic Plan '06	Changes? Yes/No
<p>Objective 1.2.6: Educational Partnerships Explore partnerships with higher education entities to award Continuing Education Units (CEU) and credit toward degrees for both academy and university-based programs. Partner with professional organizations to augment Academy programs TIMELINE: November 2005</p> <p>Objective 1.2.7: Mentoring Program Under the auspices of the Academy develop a mentorship program TIMELINE: July 2005</p> <p>Objective 1.2.8 does not exist in January 2005 Plan</p>	<p>Objective 1.2.6: Educational Partnerships Explore partnerships with higher education entities to award Continuing Education Units (CEU) and credit toward degrees for both academy and university-based programs. Partner with professional organizations to augment <u>employee training, and professional development programs</u> TIMELINE: <u>Completed</u></p> <p>Objective 1.2.7: Mentoring Program <u>Develop a mentorship program linked to the strategic plan</u> TIMELINE: <u>March 2006</u></p> <p>Objective 1.2.8: Core Values <u>Develop a strategy for reform that will instill proactive, interdependent and customer service behaviors, enhancing a safe and secure working and living environment for staff, wards and inmates.</u> TIMELINE: <u>January 2007</u></p>	<p>Yes</p> <p>Yes</p> <p>Yes</p>
<p>STRATEGY 1.3 Develop and maintain a human resources management plan by July 2006 and on an ongoing fiscal year basis thereafter</p>	<p>STRATEGY 1.3 Develop and maintain <u>a classification and succession management plan by July 2006</u></p>	<p>Yes</p>
<p>Objective 1.3.1: Classification and Compensation Develop an annual planning process to evaluate the Agency's classification and compensation plan to identify and prioritize required classification and/or compensation changes TIMELINE: August 2005 & ongoing</p> <p>Objective 1.3.2: Succession Plan Establish a comprehensive personnel succession plan for entry-level, supervisory, and managerial staff TIMELINE: March 2005</p>	<p>Objective 1.3.1: Classification and Compensation Develop an annual planning process to evaluate CDCR's classification and compensation plan to identify and prioritize required classification and/or compensation changes TIMELINE: <u>December 2005</u></p> <p>Objective 1.3.2: Succession Plan Establish a comprehensive personnel succession plan TIMELINE: <u>July 2006</u></p>	<p>Yes</p> <p>Yes</p>
<p>STRATEGY 1.4 Develop and implement a consistent employee performance appraisal process by December 2005</p>	<p>STRATEGY 1.4 Develop and implement a consistent employee performance appraisal process by <u>July 2006</u></p>	<p>Yes</p>
<p>Objective 1.4.1: Performance Evaluation Establish an evaluation system on a phased-in basis that includes clear standards for employee accountability and performance metrics TIMELINE: July 2005</p>	<p>Objective 1.4.1: Performance Evaluation Establish an evaluation system on a phased-in basis that <u>addresses</u> employee accountability and performance metrics TIMELINE: <u>July 2006</u></p>	<p>Yes</p>
<p>STRATEGY 1.5 Establish an Agency-wide employee wellness program by July 2006</p>	<p>STRATEGY 1.5 Establish an Agency-wide employee wellness program by July 2006</p>	<p>No</p>
<p>STRATEGY 1.6 Develop a Human Resources Information System by December 2006</p>	<p>STRATEGY 1.6 <u>Improve the electronic Human Resources Information System by December 2006</u></p>	<p>Yes</p>
<p>STRATEGY 1.7 did not exist in January 2005 Plan</p>	<p>STRATEGY 1.7 <u>Increase the competency of corrections personnel through job-related, valid selection and training standards by January 2007</u></p>	<p>Yes</p>
	<p>Objective 1.7.1: Job Analysis <u>Conduct job analysis that identifies knowledge, skills, abilities and other characteristics for successful job performance</u> TIMELINE: <u>December 2006</u></p> <p>Objective 1.7.2: Standards Development <u>Develop selection and training standards that are fair, legally defensible, effective and practical</u> TIMELINE: <u>January 2007</u></p>	<p>Yes</p> <p>Yes</p>



STRATEGIC PLAN 2005/2006 COMPARISON

Strategic Plan '05	Strategic Plan '06	Changes? Yes/No
Goal 2: Technology		
STRATEGY 2.1 Consolidate all IT resources under one central authority by July 2005	STRATEGY 2.1 Consolidate all IT resources under one central authority by <u>December 2007</u>	Yes
Objective 2.1.1 Roles and Responsibilities Define roles and responsibilities for a centralized IT organization TIMELINE: July 2005 Objective 2.1.2 does not exist in January 2005 Plan Objective 2.1.3 does not exist in January 2005 Plan Objective 2.1.4 does not exist in January 2005 Plan Objective 2.1.5 does not exist in January 2005 Plan	Objective 2.1.1 Roles and Responsibilities Define roles and responsibilities for a centralized IT organization TIMELINE: <u>Completed</u> Objective 2.1.2 IT Field Support Centralization <u>Centralize reporting of IT field support -- Conduct Regional Pilot</u> TIMELINE: <u>September 2006</u> Objective 2.1.3 Help Desk <u>Establish a consolidated help desk operating 24/7 to provide a centralized call center for all IT support needs</u> TIMELINE: <u>December 2007</u> Objective 2.1.4 IT Service Alignment <u>Align IT service with business priorities and the technical environment -- produce a better business model for the CDCR</u> TIMELINE: <u>March 2006</u> Objective 2.1.5 Customer Relations <u>Create a one-stop "shopping" experience for the customer</u> TIMELINE: <u>December 2007</u>	Yes Yes Yes Yes
STRATEGY 2.2 Develop and implement a governance structure for project prioritization of technology initiatives and the application of best practices by July 2006	STRATEGY 2.2 Develop and implement a governance structure for project prioritization of technology initiatives and the application of best practices by <u>December 2007</u>	Yes
Objective 2.2.1 Governance Structure Define and establish a governance structure with key decision makers from every aspect of the business organization, defining roles, responsibilities, and operating principles TIMELINE: July 2005 Objective 2.2.2 Governance Board Establish an IT Governance Board to oversee the administration of the IT operating principles, implementation and approval of initiatives, enterprise technical architecture, security standards, and new emerging technologies TIMELINE: July 2005 Objective 2.2.3 Service Level Agreements Establish baseline agreements between customers and IT to determine the appropriate level of service -- develop accompanying metrics to measure effectiveness and satisfaction TIMELINE: July 2006	Objective 2.2.1 Governance Structure Define and establish a governance structure with key decision makers from every aspect of the business organization, defining roles, responsibilities, and operating principles TIMELINE: <u>Completed</u> Objective 2.2.2 Governance Board Establish an IT Governance Board to oversee the administration of the IT operating principles, implementation and approval of initiatives, enterprise technical architecture, security standards, and new emerging technologies TIMELINE: <u>Completed</u> Objective 2.2.3 Service Level Agreements Establish baseline agreements between customers and IT to determine the appropriate level of service -- develop accompanying metrics to measure effectiveness and satisfaction TIMELINE: <u>December 2007</u>	Yes Yes Yes
STRATEGY 2.3 Provide a robust infrastructure that supports correctional application architecture and adheres to enterprise standards by July 2010	STRATEGY 2.3 Provide a robust infrastructure that supports correctional application architecture and adheres to enterprise standards by <u>December 2008</u>	Yes
Objective 2.3.1 Architecture Plan Implement an Enterprise Technical Architecture Plan to define computing and network infrastructure standards and common services to be provided. This plan will provide the framework for bringing the department's IT platforms (servers, network, hardware, software, tools) into the future. This will be the blueprint to ensure that all of our systems integrate with one another, adhere to standards for performance and maintainability, and are cost-effective TIMELINE: July 2006	Objective 2.3.1 Architecture Plan <u>Establish an Enterprise Technical Architecture Plan to define computing and network infrastructure standards and common services to be provided. This plan will provide the framework for bringing the department's IT platforms (servers, network, hardware, software, tools) into the future. This will be the blueprint to ensure that all of our systems integrate with one another, adhere to standards for performance and maintainability, and are cost-effective</u> TIMELINE: <u>December 2008</u>	Yes



STRATEGIC PLAN 2005/2006 COMPARISON

Strategic Plan '05	Strategic Plan '06	Changes? Yes/No
<p>Objective 2.3.2 Comprehensive Plan Implement comprehensive business and offender-based management systems TIMELINE: July 2010</p> <p>Objective 2.3.3 Help Desk Establish a consolidated help desk operating 24/7 to provide a centralized call center for all IT support needs TIMELINE: July 2006</p> <p>Objective 2.3.4 Maintain & Refresh Implement a technology maintenance and refresh program to include desktop hardware and software, databases, applications, and programs TIMELINE: July 2006</p> <p>Objective 2.3.5 Customer Relations Create a one-stop "shopping" experience for the customer TIMELINE: July 2006</p>	<p>Objective 2.3.2 Maintain and Refresh <u>Develop a technology maintenance and refresh program to include desktop hardware, mobile computing devices and software, databases, applications and programs</u> TIMELINE: <u>July 2007</u></p> <p>Objective 2.3.3 does not exist in January 2006 Plan</p> <p>Objective 2.3.4 Does not exist in January 2006 Plan</p> <p>Objective 2.3.5 does not exist in January 2006 Plan</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>
<p>STRATEGY 2.4 Establish and maintain a data warehouse for enterprise-wide correctional databases, e-government, and integrated justice systems by July 2007</p>	<p>STRATEGY 2.4 Establish and maintain a data warehouse for enterprise-wide correctional databases, e-government, and integrated justice systems by <u>July 2010</u></p>	<p>Yes</p>
<p>Objective 2.4.1 Enterprise-Wide Databases Identify enterprise-wide databases to be included in the warehouse TIMELINE: January 2007</p> <p>Objective 2.4.2 e-Government Perform an e-Government readiness assessment to determine which core business areas effectively use the Internet and where additional resources will provide added benefit and improved access TIMELINE: January 2007</p> <p>Objective 2.4.3 Open Systems Develop open systems standards to support the sharing and exchanging of information with local law enforcement entities TIMELINE: July 2007</p> <p>Objective 2.4.4 did not exist in January 2005 Plan</p>	<p>Objective 2.4.1 Enterprise-Wide Databases Identify enterprise-wide databases to be included in the warehouse TIMELINE: <u>December 2008</u></p> <p>Objective 2.4.2 e-Government Perform an e-Government readiness assessment to determine which core business areas effectively use the Internet and where additional resources will provide added benefit and improved access TIMELINE: January 2007</p> <p>Objective 2.4.3 Open Systems Develop <u>comprehensive</u> systems standards to support the sharing and exchanging of information with local <u>and federal</u> law enforcement entities TIMELINE: <u>December 2008</u></p> <p>Objective 2.4.4 Comprehensive Systems <u>Implement comprehensive business and offender-based management systems</u> TIMELINE: <u>July 2010</u></p>	<p>Yes</p> <p>No</p> <p>Yes</p> <p>Yes</p>
<p>STRATEGY 2.5 Ensure the security of technology systems by July 2005</p>	<p>STRATEGY 2.5 Ensure the security of technology systems by <u>October 2006</u></p>	<p>Yes</p>
<p>Objective 2.5.1 Safeguards Develop and employ effective safeguards including risk analysis, mitigation, and management strategies. This includes the development and enforcement of standards and policies TIMELINE: July 2005</p> <p>Objective 2.5.2 Virus Protection Employ standardized and automated virus protection for all IT resources TIMELINE: January 2005</p>	<p>Objective 2.5.1 Safeguards Develop and employ effective safeguards including risk analysis, mitigation, and management strategies. This includes the development and enforcement of standards and policies TIMELINE: <u>October 2006</u></p> <p>Objective 2.5.2 Virus Protection Employ standardized and automated virus protection for all IT resources TIMELINE: <u>Completed</u></p>	<p>Yes</p> <p>Yes</p>



STRATEGIC PLAN 2005/2006 COMPARISON

Strategic Plan '05	Strategic Plan '06	Changes? Yes/No
<p>Objective 2.5.3 Education Establish educational programs to enforce information technology policies and requirements TIMELINE: July 2005</p>	<p>Objective 2.5.3 Security Program <u>Update security training to enforce IT policies</u> TIMELINE: <u>Completed</u></p>	Yes
<p>STRATEGY 2.6 Build our technology workforce by July 2007</p>	<p>STRATEGY 2.6 <i>Build our technology workforce by <u>December 2007</u></i></p>	Yes
<p>Objective 2.6.1 Assessment Conduct an IT resource management assessment to determine core competencies, staffing levels and align IT services with business priorities and technical environment TIMELINE: July 2005</p>	<p>Objective 2.6.1 Assessment Conduct an IT resource management assessment to determine <u>current staffing responsibilities and workload, and proposed staffing levels -realign existing IT resources to best meet the IT needs of the new organization</u> TIMELINE: <u>December 2005</u></p>	Yes
<p>Objective 2.6.2 Staffing Recruit and develop a highly skilled IT staff TIMELINE: July 2007</p>	<p>Objective 2.6.2 Training Plan <u>Under the auspices of the academy, assess the training needs of the professional IT staff and develop an ongoing training program</u> TIMELINE: <u>December 2007</u></p>	Yes
<p>Objective 2.6.3 Training Plan Under the auspices of the academy, assess the training needs of the professional IT staff and develop an ongoing training program TIMELINE: January 2006</p>	<p>Objective 2.6.2 Staffing <u>Recruit and develop a highly skilled IT staff--ensure IT resources are aligned with the CDCR's strategic and operational priorities and technical environment</u> TIMELINE: <u>December 2007</u></p>	Yes
Goal 3: Organizational Effectiveness		
<p>STRATEGY 3.1 Redesign and implement a matrix structure that supports the organization's mission and goals by July 2005</p>	<p>STRATEGY 3.1 Redesign and implement a matrix structure that supports the organization's mission and goals by July 2005</p>	No
<p>Objective 3.1.1 Design Design the overall organizational structure TIMELINE: January 2005</p>	<p>Objective 3.1.1 Design Design the overall organizational structure TIMELINE: <u>Completed</u></p>	Yes
<p>Objective 3.1.2 Roles and Responsibilities Define roles and responsibilities within the new structure TIMELINE: June 2005</p>	<p>Objective 3.1.2 Roles and Responsibilities Define roles and responsibilities within the new structure TIMELINE: <u>Completed</u></p>	Yes
<p>Objective 3.1.3 Fiscal Develop a fiscal strategy and budget allocations to support the organizational design TIMELINE: March 2005</p>	<p>Objective 3.1.3 Fiscal Develop a fiscal strategy and budget allocations to support the organizational design TIMELINE: <u>Completed</u></p>	Yes
<p>Objective 3.1.4 Legislation Develop a plan for legislation that supports the reorganization and, as appropriate, changes in roles and responsibilities TIMELINE: March 2005</p>	<p>Objective 3.1.4 Legislation Develop a plan for legislation that supports the reorganization and, as appropriate, changes in roles and responsibilities TIMELINE: <u>Completed</u></p>	Yes
<p>Objective 3.1.5 Labor Relations Develop a plan for labor relations that supports the reorganization and, as appropriate, changes in roles and responsibilities</p>	<p>Objective 3.1.5 Labor Relations Develop a plan for labor relations that supports the reorganization and, as appropriate, changes in roles and responsibilities TIMELINE: <u>Completed</u></p>	Yes
<p>Objective 3.1.6 Implementation Implement the new agency organizational structure TIMELINE: July 2005</p>	<p>Objective 3.1.6 Implementation Implement the new agency organizational structure TIMELINE: <u>Completed</u></p>	Yes



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Strategic Plan '05	Strategic Plan '06	Changes? Yes/No
<p>STRATEGY 3.2 Establish consistent processes and procedures to ensure accountability at all organizational levels by July 2007</p>	<p>STRATEGY 3.2 Establish consistent processes and procedures to ensure accountability at all organizational levels by July 2007</p>	No
<p>Objective 3.2.1 <u>Accountability</u> Implement a performance measurement system that includes fiscal and programmatic success goals TIMELINE: July 2007</p> <p>Objective 3.2.2 <u>Employee Discipline</u> Implement the Vertical Advocacy Model to ensure consistency in the employee disciplinary process TIMELINE: July 2007</p> <p>Objective 3.2.3 did not exist in January 2005 Plan</p>	<p>Objective 3.2.1 <u>Fiscal Accountability</u> Implement a performance measurement system for fiscal success goals TIMELINE: July 2007</p> <p>Objective 3.2.2 <u>Programmatic Accountability</u> Implement a performance measurement system for programmatic success goals TIMELINE: July 2007</p> <p>Objective 3.2.3 <u>Employee Discipline</u> Implement the Vertical Advocacy Model to ensure consistency in the employee disciplinary process TIMELINE: July 2007</p>	Yes Yes Yes
<p>STRATEGY 3.3 Develop a comprehensive risk management program that identifies practices, policies and conditions that pose potential legal, fiscal or safety risks by July 2005</p>	<p>STRATEGY 3.3 Establish an on-going program of evaluations based on evidence-based measures and national standards by January 2008</p>	Yes
<p>Objective 3.3.1 <u>Risk Management</u> Establish a risk management structure including centralized oversight and operational implementation TIMELINE: July 2005</p> <p>Objective 3.3.2 <u>Policy and Procedures</u> Establish risk management policy and procedures TIMELINE: July 2005</p> <p>Objective 3.3.3 <u>Systems</u> Establish systems to support risk management TIMELINE: July 2005</p> <p>Objective 3.3.4 <u>Management Training</u> Establish a risk management training program TIMELINE: July 2005</p>	<p>Objective 3.3.1 <u>Governance Structure</u> Define and establish a governance structure for evaluation and research TIMELINE: April 2006</p> <p>Objective 3.3.2 <u>Evaluation</u> Integrate performance monitoring or evaluation into programs TIMELINE: January 2008</p> <p>Objective 3.3.3 <u>Data Collection</u> Design a data collection system to support performance monitoring and evaluation TIMELINE: July 2008</p> <p>Objective 3.3.4 <u>Program Assessment</u> Establish a procedure to identify evidence-based programs based on research and national standards TIMELINE: June 2007</p>	Yes Yes Yes Yes
<p>STRATEGY 3.4 Establish an on-going program of evaluations based on evidence-based measures and national standards by January 2006</p>	<p>STRATEGY 3.4 Institutionalize an approach for continuous improvement by January 2007</p>	Yes
<p>Objective 3.4.1 <u>Governance Structure</u> Define and establish a governance structure for evaluation and research TIMELINE: January 2006</p> <p>Objective 3.4.2 <u>Evaluation</u> Integrate evaluation into all programs TIMELINE: January 2006</p> <p>Objective 3.4.3 <u>Data Collection</u> Establish operational and data collect systems TIMELINE: January 2006</p>	<p>Objective 3.4.1 <u>Benchmark Assessment</u> Conduct a system-wide assessment to benchmark and monitor organizational well-being TIMELINE: July 2006</p> <p>Objective 3.4.2 <u>Governance Committees</u> Establish executive governance committees that can be replicated throughout the CDCR TIMELINE: January 2007</p> <p>Objective 3.4.3 does not exist in January 2006 Plan</p>	Yes Yes Yes



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Strategic Plan '05	Strategic Plan '06	Changes? Yes/No
<p>Objective 3.4.4 <i>Research</i> Establish a data analysis and research function to determine evidence-based program viability and best practices TIMELINE: January 2006</p>	<p>Objective 3.4.4 does not exist in January 2006 Plan</p>	Yes
<p>STRATEGY 3.5 Conduct a system-wide assessment to benchmark organizational well being by July 2006</p>	<p>STRATEGY 3.5 does not exist in January 2006 Plan</p>	Yes
<p>STRATEGY 3.6 Institutionalize an approach for continuous improvement by July 2007</p>	<p>STRATEGY 3.6 does not exist in January 2006 Plan</p>	Yes
Goal 4: Risk Management/Legal Compliance		
<p>STRATEGY 4.1 Identify and develop indicators of potential problems, trends, patterns of risk areas by October 2005</p>	<p>STRATEGY 4.1 <u>Develop a comprehensive risk management program that identifies practices, policies and conditions that pose potential legal, fiscal or safety risks by January 2008</u></p>	Yes
<p>Objective 4.1.1 <i>Indicators</i> Determine indicators of legal vulnerabilities for management review TIMELINE: July 2005</p>	<p>Objective 4.1.1 <i>Risk Management</i> <u>Establish a risk management structure, including centralized oversight and operational implementation</u> TIMELINE: <u>January 2007</u></p>	Yes
<p>Objective 4.1.2 <i>Data Collection</i> Collect indicator data for risk management assessment TIMELINE: October 2005</p>	<p>Objective 4.1.2 <i>Policy and Procedures</i> <u>Establish risk management policies and procedures</u> TIMELINE: <u>July 2007</u></p>	Yes
<p>Objective 4.1.3 does not exist in January 2005 Plan</p>	<p>Objective 4.1.3 <i>Systems</i> <u>Develop and coordinate systems to support risk management functions</u> TIMELINE: <u>January 2007</u></p>	Yes
<p>Objective 4.1.4 Does not exist in January 2005 Plan</p>	<p>Objective 4.1.4 <i>Indicators</i> <u>Determine indicators of legal vulnerabilities for risk management review</u> TIMELINE: <u>January 2006</u></p>	Yes
<p>Objective 4.1.5 does not exist in January 2005 Plan</p>	<p>Objective 4.1.5 <i>Data Collection</i> <u>Collect indicator data for risk management assessment</u> TIMELINE: <u>January 2007</u></p>	Yes
<p>Objective 4.1.6 does not exist in January 2005 Plan</p>	<p>Objective 4.1.6 <i>Risk Management Training</i> <u>Design a risk management training program</u> TIMELINE: <u>January 2008</u></p>	Yes
<p>STRATEGY 4.2 Develop a process for the ongoing review, monitoring and compliance of policies by July 2006</p>	<p>STRATEGY 4.2 Develop a process for the ongoing review, monitoring and compliance of policies by July <u>2007</u></p>	Yes
<p>Objective 4.2.1 <i>Research Standards</i> Identify and review existing standards and identify areas in need of standards TIMELINE: March 2006</p>	<p>Objective 4.2.1 <i>Legal Review Process</i> <u>Create a mechanism for the identification and referral of policies, standards, and regulations that need to be reviewed for legal sufficiency</u> TIMELINE: <u>July 2006</u></p>	Yes



STRATEGIC PLAN 2005/2006 COMPARISON

Strategic Plan '05	Strategic Plan '06	Changes? Yes/No
<p>Objective 4.2.2 Review for Sufficiency Review existing policies to determine their evidentiary and legal sufficiency TIMELINE: October 2005</p> <p>Objective 4.2.3 Audit and Compliance Develop and implement a process for auditing standards for compliance TIMELINE: July 2006</p> <p>Objective 4.2.4 Policy Compliance Review Develop a process for ongoing review of policies to ensure compliance with evolving legal requirements TIMELINE: October 2005</p> <p>Objective 4.2.5 did not exist in January 2005 Plan</p>	<p>Objective 4.2.2 Legal Sufficiency <u>Develop a process for the review and revision of existing policies, standards and regulations to comport with the law.</u> TIMELINE: <u>January 2007</u></p> <p>Objective 4.2.3 Legal Compliance <u>Develop a process for the creation of new policies, standards, and regulations necessary to achieve legal compliance</u> TIMELINE: <u>January 2007</u></p> <p>Objective 4.2.4 Implementation Monitoring <u>Develop a process for monitoring implementation of revised/newly created policies, standards and regulations</u> TIMELINE: <u>July 2007</u></p> <p>Objective 4.2.5 Auditing Compliance <u>Develop and implement a process for auditing ongoing compliance with revised/newly created policies, standards and regulations</u> TIMELINE: <u>July 2007</u></p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>
<p>STRATEGY 4.3 Support consistent and lawful policy implementation by January 2006</p>	<p>STRATEGY 4.3 Support consistent and lawful policy implementation by January <u>2007</u></p>	<p>Yes</p>
<p>Objective 4.3.1 Communication Determine and implement strategies for communicating new and revised directives and/or policies TIMELINE: January 2006</p>	<p>Objective 4.3.1 Communication Determine and implement strategies for communicating <u>revised/newly created policies, standards and regulations</u> TIMELINE: <u>January 2007</u></p>	<p>Yes</p>
Goal 5: Crime Prevention and Safety		
<p>STRATEGY 5.1 Link offender risk and need assessment to a continuum of programming targeting successful community reintegration by January 2007</p>	<p>STRATEGY 5.1 <u>Create law enforcement and public safety partnerships that will reduce crime and delinquency by July 2008</u></p>	<p>Yes</p>
<p>Objective 5.1.1 Assessment Provide offender risk and needs assessment at the time of initial incarceration and at designated time periods TIMELINE: January 2006</p> <p>Objective 5.1.2 Treatment Services Ensure that treatment services provided to offenders meet the individual's risk needs TIMELINE: July 2006</p> <p>Objective 5.1.3 Parole Supervision Expand and improve evidence-based parole supervision and programs TIMELINE: January 2007</p> <p>Objective 5.1.4 Private Contractors Expand the use of private contractors to provide treatment to maintain the parolee in the community TIMELINE: January 2006</p>	<p>Objective 5.1.1 Parolees-at-Large <u>Define protocols through collaboration with local, state and federal law enforcement agencies to increase apprehension of parolees-at-large</u> TIMELINE: <u>June 2006</u></p> <p>Objective 5.1.2 Violent/High-Risk Parolees <u>Expand the department's work with local, state and federal law enforcement agencies to target and arrest violent/high-risk parole violators</u> TIMELINE: <u>December 2006</u></p> <p>Objective 5.1.3 Criminal Intelligence System <u>Design a comprehensive plan for developing a department-wide criminal intelligence system with internal and external law enforcement entities</u> TIMELINE: <u>February 2006</u></p> <p>Objective 5.1.4 Homeland Security <u>Enhance partnerships with the state and national offices of homeland security to ensure public safety against terrorism</u> TIMELINE: <u>December 2006</u></p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>



STRATEGIC PLAN 2005/2006 COMPARISON

Strategic Plan '05	Strategic Plan '06	Changes? Yes/No
<p>Objective 5.1.5 <i>Re-Entry Programs</i> Expand and improve the Institutional-Based Community Re-Entry Programs TIMELINE: January 2007</p> <p>Objective 5.1.6 did not exist in January 2005 Plan</p> <p>Objective 5.1.7 did not exist in January 2005 Plan</p> <p>Objective 5.1.7a did not exist in January 2005 Plan</p>	<p>Objective 5.1.5 <i>Law Enforcement Consortium</i> <u>Develop a law enforcement consortium to increase collaborative communication amongst all levels of law enforcement</u> TIMELINE: <u>January 2006</u></p> <p>Objective 5.1.6 <i>Accountability of Parolees</i> <u>Improve parolee accountability by working with law enforcement to ensure compliance and improve public safety in our communities</u> TIMELINE: <u>June 2006</u></p> <p>Objective 5.1.7 <i>Assessment of Adult Offenders</i> <u>Provide offender risk assessment for adult offender parolees prior to parole and at designated time periods during parole</u> TIMELINE: <u>November 2005</u></p> <p>Objective 5.1.7a <i>Assessment of Juvenile Offenders</i> <u>Provide offender risk assessment for juvenile parolees prior to parole and at designated time periods during parole</u> TIMELINE: <u>July 2008</u></p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>
<p>STRATEGY 5.2 Ensure safe and secure facilities for both staff and offenders by January 2006</p>	<p>STRATEGY 5.2 Link offender risk and need assessment to a continuum of programming targeting successful community reintegration</p>	<p>Yes</p>
<p>Objective 5.2.1 <i>Violence Reduction</i> Develop and implement a classification strategy that rewards inmate/ward programming and utilizes evidence-based programs to reduce offender violence TIMELINE: January 2006</p> <p>Objective 5.2.2 <i>Group Living</i> Establish programming in group living environments that effectively promotes pro-social behavior TIMELINE: January 2006</p> <p>Objective 5.2.3 <i>Inmate Living</i> Reduce the use of program space, such as gyms and dayrooms, as bed space TIMELINE: January 2006</p> <p>Objective 5.2.4 <i>Gang Management</i> Develop and implement a comprehensive evidence-based gang management program TIMELINE: January 2006</p>	<p>Objective 5.2.1 <i>Assessment</i> <u>Improve offender risk and needs assessment at the time of initial incarceration and at designated times</u> TIMELINE: <u>July 2008</u></p> <p>Objective 5.2.2 <i>Treatment Services</i> <u>Improve treatment services provided to offenders to meet the individual's risk needs</u> TIMELINE: <u>December 2009</u></p> <p>Objective 5.2.3 <i>Public/Private Partnerships</i> <u>Expand the use of public/private partnerships to provide treatment to offenders</u> TIMELINE: January 2006</p> <p>Objective 5.2.4 <i>Pre-Parole Planning Programs</i> <u>Expand and improve the institutional-based Community Pre-Parole Programs</u> TIMELINE: <u>January 2006</u></p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>
<p>STRATEGY 5.3 Expand and improve evidence based educational, vocational and life skills training programs consistent with needs assessment by July 2007</p>	<p>STRATEGY 5.3 <u>Continue to evaluate and improve safety and security of facilities for both staff and offenders by January 2007</u></p>	<p>Yes</p>
<p>Objective 5.3.1 <i>Ward School Attendance</i> Develop a multi-disciplinary intervention team to provide attendance, counseling, and incentives to improve ward school attendance TIMELINE: July 2007</p>	<p>Objective 5.3.1 <i>Classification System Quality Improvement</i> <u>Develop and implement continuous quality improvement strategies for the classification system</u> TIMELINE: <u>January 2006</u></p>	<p>Yes</p>



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Strategic Plan '05	Strategic Plan '06	Changes? Yes/No
<p>Objective 5.3.2 <i>Substance Abuse Treatment</i> Expand and improve evidence-based substance abuse programs TIMELINE: January 2007</p> <p>Objective 5.3.3 did not exist in January 2005 Plan</p> <p>Objective 5.3.4 did not exist in January 2005 Plan</p> <p>Objective 5.3.5 did not exist in January 2005 Plan</p> <p>Objective 5.3.6 did not exist in January 2005 Plan</p>	<p>Objective 5.3.2 <i>Living Environments</i> <u>Establish programming in living environments that effectively promotes pro-social behavior</u> TIMELINE: January 2006</p> <p>Objective 5.3.3 <i>Program Space</i> <u>Develop a plan to increase the use of gyms, day-rooms, etc. for program, recreational and treatment activities</u> TIMELINE: January 2006</p> <p>Objective 5.3.4 <i>Gang Management/Intervention</i> <u>Develop and begin to implement a comprehensive evidence-based gang management, intervention and education program</u> TIMELINE: June 2006</p> <p>Objective 5.3.5 <i>Safe Environment</i> <u>Develop viable strategies for ensuring the provision of a safe and secure working and living environment in the adult and youth facilities and prisons</u> TIMELINE: January 2007</p> <p>Objective 5.3.6 <i>Gender Reform Efforts</i> <u>Establish gender reform efforts to evaluate all aspects of female offender management and develop gender responsive policies and practices to address their specific needs and improve outcomes</u> STATUS: January 2007</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>
<p>STRATEGY 5.4 Proactively enforce victims rights and establish restorative justice practices to ensure both offender accountability and rehabilitation, and the constructive inclusion of victims' voices by July 2007</p>	<p>STRATEGY 5.4 <u>Expand and improve evidence-based substance abuse, educational and life skills training and other offender treatment programs based on need by July 2007</u></p>	<p>Yes</p>
<p>Objective 5.4.1 <i>Victim Notification</i> Partner with community programs to assist in locating crime victims and ensure timely notification to victims regarding offender status TIMELINE: January 2006</p> <p>Objective 5.4.2 <i>Parole Consideration Hearings</i> Ensure crime victims, survivors, and/or next-of-kin receive the opportunity to participate in parole consideration hearings TIMELINE: January 2006</p> <p>Objective 5.4.3 <i>Restitution</i> Expand and improve the imposition, collection and disbursement of court-ordered restitution to crime victims and the State Restitution Fund TIMELINE: July 2007</p> <p>Objective 5.4.4 <i>Community Services</i> Expand opportunities for offenders to restore the community through public service TIMELINE: July 2006</p> <p>Objective 5.4.5 <i>Victim Impact Classes</i> Require all offenders to participate in a victim impact program and if, appropriate, a restorative justice program prior to release TIMELINE: July 2007</p>	<p>Objective 5.4.1 <i>Juvenile School Attendance</i> <u>Develop multi-disciplinary strategies to improve juvenile school attendance</u> TIMELINE: July 2007</p> <p>Objective 5.4.2 <i>Offender Behavioral Treatment Programs</i> <u>Expand and improve evidence-based offender behavior treatment programs</u> TIMELINE: July 2007</p> <p>Objective 5.4.3 <i>Adult and Juvenile Education</i> <u>Expand and improve evidence-based educational and life skills programs for adult and juvenile offenders consistent with needs assessments</u> TIMELINE: January 2007</p> <p>Objective 5.4.4 does not exist in January 2006 Plan</p> <p>Objective 5.4.5 does not exist in January 2006 Plan</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>



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Strategic Plan '05	Strategic Plan '06	Changes? Yes/No
<p>Objective 6.1.2 Roles Relationships For each category of partners, determine appropriate role relationships TIMELINE: June 2005</p> <p>Objective 6.1.3 Issue Resolution Establish local collaboration in our communities to resolve issues TIMELINE: January 2006</p> <p>Objective 6.1.4 did not exist in January 2005 Plan</p>	<p>Objective 6.1.2 Directory <u>Create and maintain a statewide directory of interested community and faith-based partners</u> TIMELINE: <u>Completed</u></p> <p>Objective 6.1.3 Role Relationships <u>Determine appropriate role relationships for each category of partners</u> TIMELINE: <u>June 2006</u></p> <p>Objective 6.1.4 Clearinghouse <u>Create and maintain a clearinghouse of current collaborative relationships in the department</u> TIMELINE: <u>December 2006</u></p>	<p>Yes</p> <p>Yes</p> <p>Yes</p>
<p>STRATEGY 6.2 Enhance collaborations with local community-based organizations to prevent crime, reduce recidivism and victimization by January 2007</p>	<p>STRATEGY 6.2 <u>Establish and enhance collaborations with stakeholders to implement evidence-based strategies to prevent crime, and reduce recidivism and victimization by December 2006</u></p>	<p>Yes</p>
<p>Objective 6.2.1 Community Organizations Work with a network of community organizations to help us develop programs for safer communities TIMELINE: June 2006</p> <p>Objective 6.2.2 Family Involvement Identify and implement evidence-based programs to assist families to reduce the continued spiral of crime and victimization TIMELINE: January 2007</p> <p>Objective 6.2.3 did not exist in January 2005 Plan</p>	<p>Objective 6.2.1 Private Sector/Non-Profit Groups <u>Establish and enhance collaborations with a network of private sector and non-profit stakeholders to develop strategies for safer communities through effective programs and services</u> TIMELINE: <u>December 2006</u></p> <p>Objective 6.2.2 Public Sector Agencies <u>Establish and enhance collaborations with a network of public sector stakeholders to develop strategies for safer communities through effective programs and services</u> TIMELINE: <u>December 2006</u></p> <p>Objective 6.2.3 Family Involvement <u>Establish and enhance local or regional multi-disciplinary collaborations in our communities to identify and implement programs that will assist families in reducing the continued spiral of crime and victimization</u> TIMELINE: <u>December 2006</u></p>	<p>Yes</p> <p>Yes</p> <p>Yes</p>
<p>STRATEGY 6.3 Establish intergovernmental collaborations (e.g. with the Department of Mental Health, Employment Development Department, Business, Transportation and Housing Agency) to support successful integration of parolees into our communities by July 2006</p>	<p>STRATEGY 6.3 Establish intergovernmental collaborations (e.g. with the Department of Mental Health, Employment Development Department, Business, Transportation and Housing Agency) to support successful integration of parolees into our communities by <u>August 2006</u></p>	<p>Yes</p>
<p>Objective 6.3.1 did not exist in January 2005 Plan</p> <p>Objective 6.3.2 did not exist in January 2005 Plan</p>	<p>Objective 6.3.1 State-level Stakeholders <u>Identify key state-level stakeholders critical to the development of policies, processes and programs designed to improve re-entry outcomes</u> TIMELINE: <u>January 2006</u></p> <p>Objective 6.3.2 Collaborative Committee Stakeholders <u>Establish and convene statewide collaborative committee on re-entry efforts</u> TIMELINE: <u>May 2006</u></p>	<p>Yes</p> <p>Yes</p>
<p>STRATEGY 6.4 Enhance collaborations with local criminal, juvenile justice, social services, crime victims and other advocacy agencies to support effective integration of parolees into our communities by July 2006.</p>	<p>STRATEGY 6.4 Enhance collaborations with local criminal, juvenile justice, social services, crime victims and other advocacy agencies to support effective integration of parolees into our communities by <u>November 2006</u>.</p>	<p>Yes</p>



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Strategic Plan '05	Strategic Plan '06	Changes? Yes/No
Objective 6.4.1 did not exist in January 2005 Plan	Objective 6.4.1 <u>Research Forums</u> <u>Enhance opportunities for collaboration with external researchers</u> TIMELINE: November 2006	Yes
Objective 6.4.2 did not exist in January 2005 Plan	Objective 6.4.2 <u>Best Practices</u> <u>Develop partnerships with academic institutions to assist the department in identifying evidence-based programs</u> TIMELINE: June 2006	Yes
Objective 6.4.3 did not exist in January 2005 Plan	Objective 6.4.3 <u>Research Review</u> <u>Develop a network of researchers to assist with the evaluation of research proposals sent to the department</u> TIMELINE: June 2006	Yes
STRATEGY 6.5 Enhance collaborations with the academic and research communities to identify evidence-based strategies and evaluate offender program effectiveness by July 2006	STRATEGY 6.5 Does not exist in January 2006 Plan	Yes
Goal 7: Health Care Delivery		
STRATEGY 7.1 Develop and implement a managed care system that meets required standards of care and is cost effective by March 2010	STRATEGY 7.1 <u>Develop and implement a Service Delivery System to provide accessible, quality, and cost-effective health care across all programs by December 2012</u>	Yes
Objective 7.1.1 <u>Health Information System</u> Develop an integrated and automated health information system for management and analysis TIMELINE: January 2010	Objective 7.1.1 <u>Assessment-Mental Health</u> <u>Develop and implement a comprehensive mental health risk assessment and classification system for proactive identification of patients with significant risks and special mental health needs</u> TIMELINE: December 2007	Yes
Objective 7.1.2 <u>Human Resources</u> Establish a comprehensive human resource management plan TIMELINE: January 2010	Objective 7.1.2 <u>Assessment-Medical Care</u> <u>Develop and implement a comprehensive mental health risk assessment and classification system for proactive identification of patients with significant risks and special medical care needs</u> TIMELINE: December 2008	Yes
Objective 7.1.3 <u>Assessment</u> Develop and implement a comprehensive health risk assessment and classification system TIMELINE: January 2010	Objective 7.1.3 <u>Assessment-Dental Care</u> <u>Develop and implement a comprehensive mental health risk assessment and classification system for proactive identification of patients with significant risks and special dental needs</u> TIMELINE: December 2012	Yes
Objective 7.1.4 <u>Standards of Care</u> Develop evidence-based standards for the effective delivery of health care programs and services across juvenile and adult institutions TIMELINE: January 2010	Objective 7.1.4 <u>Levels of Care--Mental Health</u> <u>Develop and implement a standardized system that provides multiple levels of care and includes a plan for bed management and consolidated care centers for inmates with special mental health needs.</u> TIMELINE: December 2007	Yes
Objective 7.1.5 <u>Tiered System</u> Develop and implement a standardized management and delivery of services to other entities TIMELINE: January 2006	Objective 7.1.5 <u>Levels of Care--Medical Care</u> <u>Develop and implement a standardized system that provides multiple levels of care and includes a plan for bed management and consolidated care centers for inmates with special medical care needs.</u> TIMELINE: December 2008	Yes



STRATEGIC PLAN 2005/2006 COMPARISON

Strategic Plan '05	Strategic Plan '06	Changes? Yes/No
<p>Objective 7.1.6 <i>Transfer Feasibility</i> Determine the feasibility of transferring management and delivery of services to other entities TIMELINE: January 2010</p> <p>Objective 7.1.7 <i>Prevention</i> Develop and implement a comprehensive prevention program (e.g., patient education) TIMELINE: January 2006</p> <p>Objective 7.1.8 did not exist in January 2005 Plan</p> <p>Objective 7.1.9 did not exist in January 2005 Plan</p> <p>Objective 7.1.10 did not exist in January 2005 Plan</p>	<p>Objective 7.1.6 <i>Levels of Care--Dental Care</i> <u>Develop and implement a standardized system that provides multiple levels of care and includes a plan for bed management and consolidated care centers for inmates with special dental needs.</u> TIMELINE: <u>December 2012</u></p> <p>Objective 7.1.7 <i>Prevention--Mental Health</i> <u>Develop and implement a comprehensive prevention services that include education, screening, immunization, chronic care and case management components, and emphasize patient accountability for inmates with mental health needs.</u> TIMELINE: <u>December 2007</u></p> <p>Objective 7.1.8 <i>Prevention--Medical Care</i> <u>Develop and implement a comprehensive prevention services that include education, screening, immunization, chronic care and case management components, and emphasize patient accountability for inmates with medical needs.</u> TIMELINE: <u>December 2008</u></p> <p>Objective 7.1.9 <i>Prevention--Dental Care</i> <u>Develop and implement a comprehensive prevention services that include education, screening, immunization, chronic care and case management components, and emphasize patient accountability for inmates with dental needs.</u> TIMELINE: <u>December 2012</u></p> <p>Objective 7.1.10 <i>Pre-Release Services</i> <u>Develop and implement pre-release services to ensure continuity of health care, facilitate successful integration and reduce recidivism</u> TIMELINE: <u>January 2007</u></p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>
<p>STRATEGY 7.2 Institute a process for continuous program and practice evaluation and improvement by January 2005 through 2010</p>	<p>STRATEGY 7.2 <u>Develop and implement a comprehensive Performance Management System to monitor the program performance of each program and identify opportunities for improvement by December 2008</u></p>	<p>Yes</p>
<p>Objective 7.2.1 <i>Continuous Improvement</i> Institute a process for continuous program and practice evaluation and improvement TIMELINE: January 2005-2010</p> <p>Objective 7.2.2 <i>Professional Practice</i> Develop a system-wide Professional Practice Program for the recruitment, selection, and management of clinical staff TIMELINE: January 2005-2008</p> <p>Objective 7.2.3 <i>Skills Assessment</i> Assess the skills of current clinical staff to ensure appropriate job competencies TIMELINE: January 2007</p>	<p>Objective 7.2.1 does not exist in January 2006 Plan</p> <p>Objective 7.2.2 does not exist in January 2006 Plan</p> <p>Objective 7.2.3 does not exist in January 2006 Plan</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p>
<p>STRATEGY 7.3 Establish partnerships for the management and delivery of health care services by July 2006</p>	<p>STRATEGY 7.3 <u>Develop and implement a comprehensive evidence-based program and practice standards in priority areas by December 2009</u></p>	<p>Yes</p>

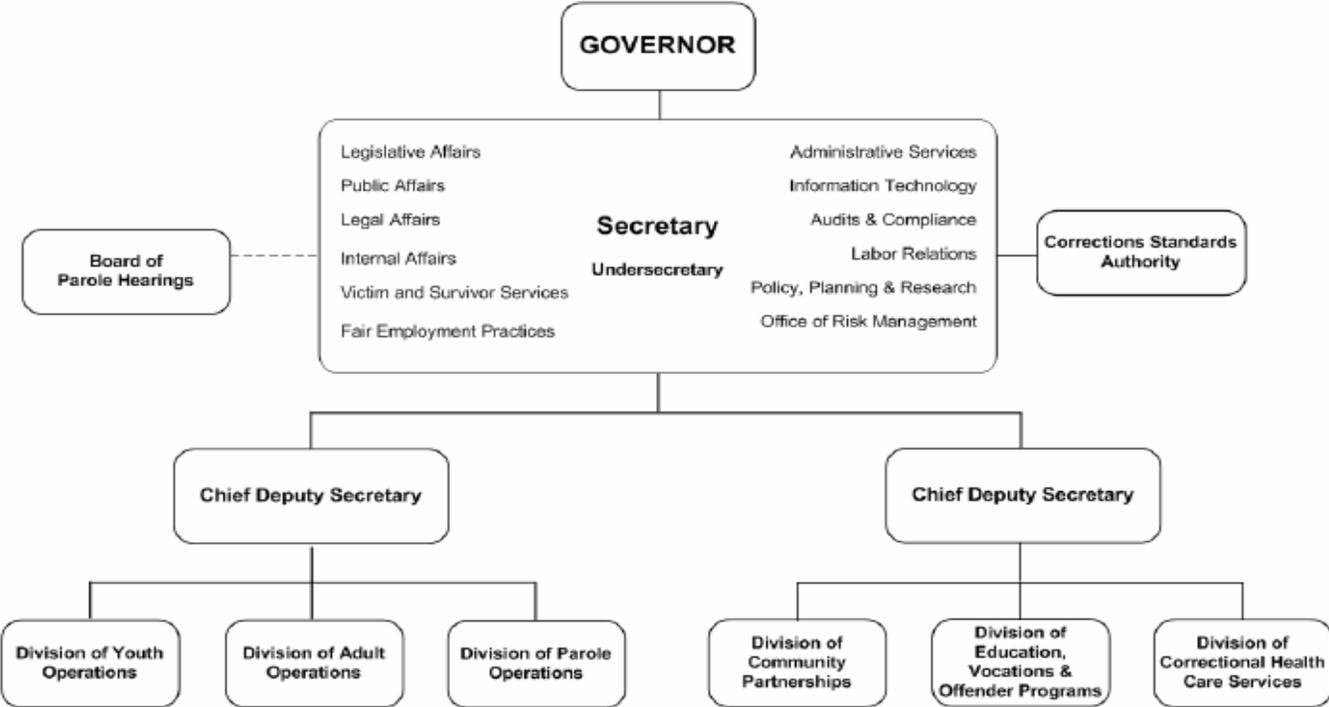


**STRATEGIC PLAN
2005/2006 COMPARISON**

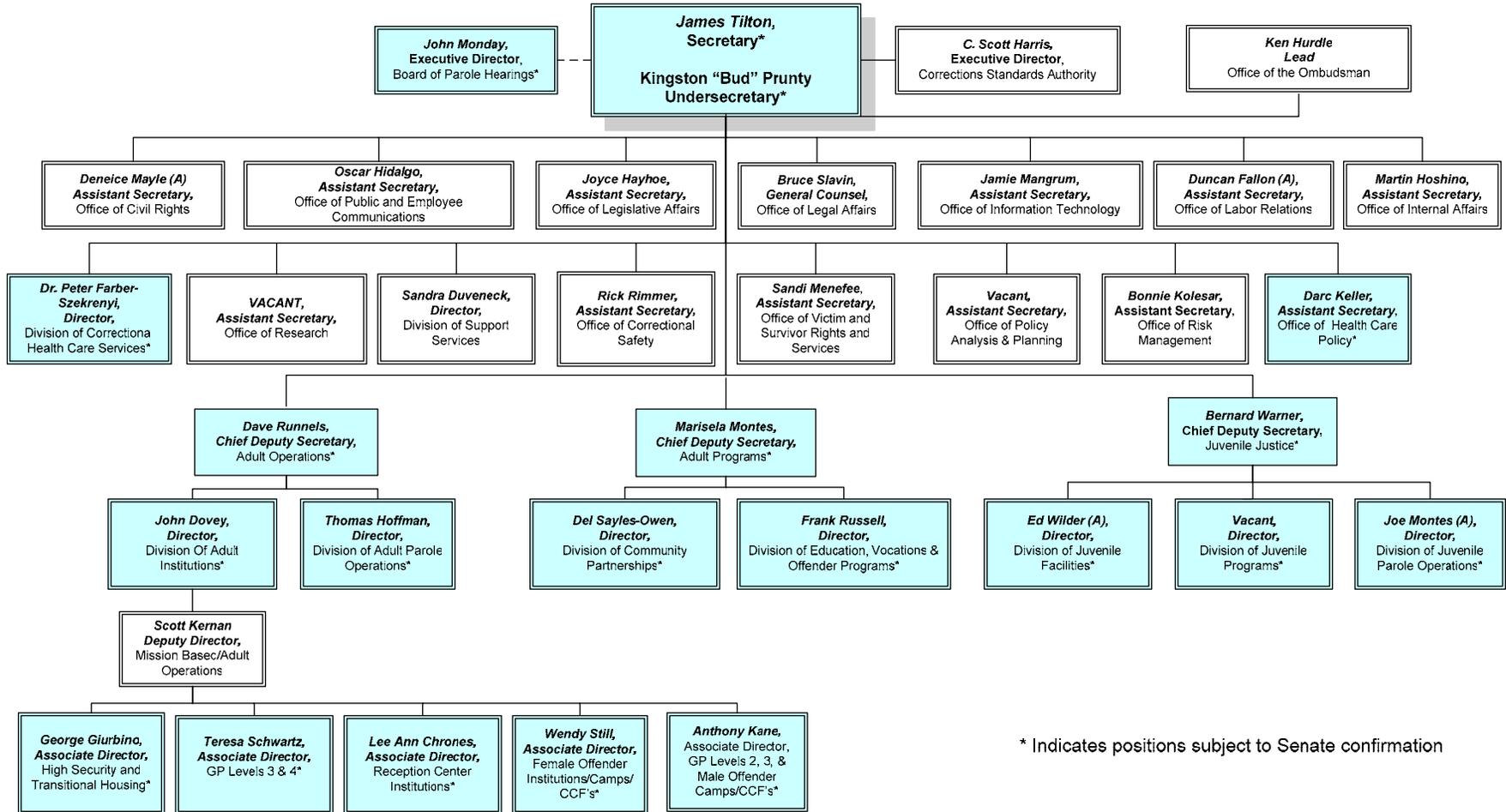
Strategic Plan '05	Strategic Plan '06	Changes? Yes/No
<p>Objective 7.3.1 <i>Develop Criteria</i> Re-evaluate existing criteria, and develop as needed, new criteria for determining which health care components are appropriate for entering into partnership agreements for management and/or services TIMELINE: January 2006</p> <p>Objective 7.3.2 <i>Identify Partners</i> Determine whether possible partners meet the criteria for the management and delivery of health care components TIMELINE: July 2006</p>	<p>Objective 7.3.1 does not exist in January 2006 Plan</p> <p>Objective 7.3.2 does not exist in January 2006 Plan</p>	<p>Yes</p> <p>Yes</p>
<p>STRATEGY 7.4 Increase public safety and public health by providing mental health services and health care transitional programs for offenders upon re-entry to their communities by July 2006</p>	<p>STRATEGY 7.4 does not exist in January 2006 Plan</p>	<p>Yes</p>

Proposed Organization Chart in Governor’s Reorganization Plan #2

Department of Corrections and Rehabilitation



CALIFORNIA DEPARTMENT OF CORRECTIONS AND REHABILITATION
Revised September 14, 2006



* Indicates positions subject to Senate confirmation

**California Department of Corrections and Rehabilitation
Written Testimony to Little Hoover Commission
Executive Biographies**

Name and Current Title

James E. Tilton
Secretary, California Department of Corrections and Rehabilitation

Description of Current Job/Assignment

Mr. Tilton oversees the largest State of California department, employing more than 55,000 peace officers and other staff members who work in prisons, parole offices and other locations from Imperial County to Del Norte County. The department supervises more than 170,000 felon adult inmates and 3,000 juvenile wards in 33 adult institutions and eight juvenile justice facilities, as well as 150,000 parolees in four parole regions.

Governor Schwarzenegger named Mr. Tilton acting CDCR Secretary in April 2006, and appointed him Secretary in August 2006.

Description of Previous Job/Assignment or Key Positions

Mr. Tilton began his career in public service in 1976 as a budget analyst for the Department of Finance. From 1980 until 1984, he served as Director of Expenditure Forecasting for the Commission on State Finance. In 1984 and 1985, Mr. Tilton was assigned as the Principle Program Budget Analyst over the Youth and Adult Correctional Agency. He joined the California Department of Corrections (CDC) in 1985, serving as its Deputy Director for Administrative Services until 1998, where he was responsible for peace officer selection, personnel, training, budgets, contracts, business services, offender information, and environmental health and safety. While at CDC, he served as chair of the Correctional Peace Officer Standards and Training Commission (CPOST).

In 1998, Mr. Tilton was named Assistant Program Budget Manager for the Capital Outlay Unit and Executive Secretary to the State Public Works Board for the Finance Department, a position he held until 2003. He was promoted in 2003 to Program Budget Manager for Major Programs, a position he held until being named CDCR Acting Secretary.

Education

Bachelor of Science, Sacramento State University

Name and Current Title

Kingston W. Prunty, Jr.

Undersecretary, California Department of Corrections and Rehabilitation

Description of Current Job/Assignment

On August 17, 2006, Kingston W. Prunty was appointed by Governor Arnold Schwarzenegger to serve as the Undersecretary for the California Department of Corrections and Rehabilitation.

As Undersecretary, Mr. Prunty is responsible for advising the Secretary on all policy, program, and organizational areas within the Department, including critical responses due to the Legislature, the Governor's Office, the Department of Finance, other state and federal agencies, and local government officials. Mr. Prunty represents the Department on all policy and program matters in response to the State Legislature, reviews and approves proposed administrative regulations of the Department and its Boards, and provides administrative direction, and direct or indirect supervision to all Departmental staff.

Description of Previous Job/Assignment or Key Positions

Prior to his recent appointment, Mr. Prunty served 4.5 years as the Southern Regional Administrator, Institutions Division, with oversight responsibility for 10 southern prisons.

From 1992 through 1997, Mr. Prunty held the position of warden, first at the Sierra Conservation Center, and thereafter, at Calipatria State Prison, a maximum-security facility with over 4,000 inmates.

During his 31 years of service working in the criminal justice system, Mr. Prunty served as a Correctional Officer, Correctional Program Supervisor I, Correctional Sergeant, Correctional Lieutenant, Correctional Captain, Program Administrator, Chief of Departmental Training Services, and as a Chief Deputy Warden for the Department.

Mr. Prunty continues to highlight his service to the California Department of Corrections and Rehabilitation year after year through his continued commitment to education and training, with emphasis on public safety, public service, ethical decision-making, leadership and management training.

Education

Mr. Prunty holds a Bachelor of Arts Degree in Criminal Justice from the California State University, Sacramento; a Lifetime Limited Services Teaching Credential; and is certified to facilitate the California Public Safety Leadership and Ethics Course, developed in partnership with the Phi Theta Kappa International Honor Society Leadership and Development Program and the California Community College Chancellor's Office.

Name and Current Title

David L. Runnels
Chief Deputy Secretary, Adult Operations

Description of Current Job/Assignment

Mr. Runnels is responsible for the oversight and management of adult correctional operations. Provides leadership, management and oversight to the Division of Adult Institutions and the Division of Adult Parole Operations. Duties include working with Governor's Office and Legislative staff, advising the Secretary and Undersecretary on criminal justice matters, including all issues that affect California's adult offenders; and on the development, analysis, and implementation of policies affecting adult inmates and parolees.

Description of Previous Job/Assignment or Key Positions

Deputy Director, Division of Adult Institutions—Assisting the Director in the management and operation of the State's adult prison system, which includes formulating and implementing departmental policies, rules and guidelines related to adult institutions, camps, and community-based facilities, as well as testifies before the Legislature on policy and budgetary matters, and may act for the Director in his/her absence.

Warden, Chief Deputy Warden, and Correctional Administrator—Responsible for the overall effective management of a high-security prison housing adult male offenders, including the custody, treatment, training and discipline of all offenders; chairing Institution Classification Committee to ensure proper programming and placement of inmates, reviews and responds to staff complaints, initiate investigations and corrective or disciplinary action.

Correctional Captain, Correctional Business Manager I and I—Plan, organize and direct the work of staff engaged in custodial/security functions, personnel assignments, armory, lock shop, outside operations, budgeting, accounting, data processing, personnel, health and safety, food preparation, procurement, warehousing, canteen operations, clothing and information systems.

Correctional Lieutenant, Employee Relations Officer—Duties included review of Internal Affairs Investigations and preparing analyses for the Warden's review. Prepared Adverse Personnel Actions and represented the State before the State Personnel Board. Represented the Warden at Meet/Confers with various bargaining units and union representatives.

Correctional Lieutenant, Sergeant, and Officer—Performed the assignment of a Personnel Assignment Lieutenant, Watch Commander, Program Lieutenant, and on various occasions, acting Captain. Provide leadership and direction to custody staff. Correctional Sergeant acts as a Senior Disciplinary Hearing Officer and coordinates/controls inmate programs. Correctional Officer provides supervision to inmates in a security environment.

Education Attended San Joaquin Delta College, Major: Criminal Justice.

Name and Current Title

Marisela Montes

Chief Deputy Secretary, Adult Programs

Description of Current Job/Assignment

The Chief Deputy Secretary, Adult Programs, is responsible for the overall operation and management of Community Partnerships; Education, Vocations and Offender Programs; and Reentry Programs. Ms. Montes works with the Department's senior management and staff in the design, development, implementation, and evaluation of offender programs designed to impact offender success in their reintegration to the community.

Description of Previous Job/Assignment or Key Positions

Deputy Director, Administration (CEA IV), California Department of Transportation – As Chief Administrative Officer for a department of 22,000 employees, successfully directed administrative areas during a major growth period and subsequent budget reductions; led the development and implementation of a succession management plan and subsequent Executive Development Program which increased the pool of qualified candidates for senior management positions; oversaw the construction of three major district office building projects; and developed performance improvement initiatives to increase efficiencies and streamline project delivery.

Deputy Director, Parole and Community Services Division (CEA IV), California Department of Corrections – As the Chief of Parole, developed a strategic vision for California Parole that increased accountability, advanced the use of automation, built partnerships with local law enforcement, improved public protection from the most serious and violent offenders, and restored a balance to parole casework. Expanded offender programming by implementing the Preventing Parole Failure Program to increase access for parolees to substance abuse treatment, job skills training, literacy programs, residential multi-service service centers, and transitional case management. Improved public safety by activating a Parolee-at-Large Apprehension Program to target the most serious and violent fugitive parolees; enhancing Specialized Sex Offender Caseloads to closely supervise predatory sex offenders, establishing Parole LEADS to share electronic parolee information with local law enforcement; and formulating a statewide Law Enforcement Consortium to address issues of mutual concern.

Associate Warden, California State Prison Solano (Correctional Administrator), California Department of Corrections – served as Associate Warden of Operations and Associate Warden of Programs at the newly activated prison.

Education

Bachelor of Science, Behavioral Science (Research), California State Polytechnic University, Pomona

Leadership California (1996); Executive Management Program, University of California, Davis (1998); and Leadership Training Program, California State University, Continuing Education (2002).

Name and Current Title

Bernard Warner
Chief Deputy Secretary, Juvenile Justice

Description of Current Job/Assignment

Bernard Warner is the Chief Deputy Secretary for Juvenile Justice and is responsible for both residential and community services for approximately 7,000 youth under state jurisdiction. Mr. Warner manages a budget of approximately \$500 million dollars and a workforce of approximately 3700 employees. In the Division of Juvenile Justice, there are nine facilities that provide education, medical, mental health, sex behavior, and substance abuse treatment for high risk/high need youth. In addition, there are 16 parole offices supervising youth in the community up to the age of 25.

Description of Previous Job/Assignment or Key Positions

Mr. Warner has over 26 years of diversified criminal justice experience. He has been an administrator in juvenile justice in the States of Washington, Arizona and Florida where he has implemented evidence-based programs in both the community and residential settings. Mr. Warner also served as the criminal justice policy advisor to the Governor of the State of Washington and for six years was in the private sector serving as the Executive Director of a non-profit social services agency.

Education

Bachelor of Science Degree, Criminal Justice, Southern Illinois University.
Mr. Warner also completed the management program at the University of Washington School of Business.

Awards/Recognition/Other Highlights of Career

Mr. Warner is currently the Chair of the National Policy Committee for the Council of Juvenile Correctional Administrators. He also serves on the Executive Committee.

He has served on the National Board of the American Parole and Probation Association and the International Association of Community Corrections.

Name and Current Title

Sandra K. Duveneck
Director, Support Services

Description of Current Job/Assignment

As the Director, Support Services for the Department of Corrections and Rehabilitation, I am responsible for providing administrative and oversight services for over 55,000 employees and executives statewide. Support Services is responsible for managing the department's Budget, providing Accounting Services, Contract and Procurement services, and for developing and implementing a Risk Management program. The Facilities Management Division is responsible for Telecommunications, Construction of new prisons and buildings, Inmate day labor, and managing the capital outlay process. The Human Resources Division is responsible for hiring entry-level peace officers, Workforce planning and Selections, Executive Recruitment and providing personnel services and policy to headquarters, the institutions, and the juvenile facilities. I also serve as the Executive Sponsor for the Business Information Systems project (BIS) which will automate many of our administrative processes.

Description of Previous Job/Assignment or Key Positions

My job experiences have varied throughout my career from managing administrative functions to working in operations and in programs such as the Medi-Cal program. I started my career at Caltrans as a Training Officer, and have worked for the Department of Health Services, the Department of Mental Health, the Secretary of State, and the Department of General Services. I previously worked in the Department of Corrections, as the Chief of Telecommunications in Planning and Construction and then as an Assistant Deputy Director responsible for assisting the Deputy Director in the creation of the Health Care Services Division.

Education

I graduated from California State University, Sacramento with a BA degree in Anthropology. I also received a lifetime teaching credential from CSUS.

Awards/Recognition/Other Highlights of Career

I have received numerous commendations and awards throughout my career for my supervision and managerial skills as well as for the implementation of various state and federal programs. I was the manager responsible for implementing a federal program which was the model used by the other states. The federal government recognized my efforts by presenting me with an outstanding recognition award.

Sandra K. Duveneck
Page 2

The most cherished honor I received was while I was the Deputy Director, Management Services, Department of General Services. This was for the management and implementation of measurable program objectives with outcomes for the services provided in the division. I was awarded the Baldrige award for this achievement.

Name and Current Title

Thomas G. Hoffman
Director, Division of Adult Parole Operations

Description of Current Job/Assignment

As the Director, I am responsible for the administration and oversight of the California Adult Parole operation. Supported by a staff of over 3,500 employees, deployed in four Regions throughout the State, we are charged with the supervision and control of over 120,000 adult parolees. DAPO is currently tasked with the obligation to prepare the organization for the implementation of Jessica's Law (Proposition 83), the deployment of 2,000 GPS units for High Risk Sex Offenders and the enhancement of the various programs to assist the parolees' re-introduction to society.

Description of Previous Job/Assignment or Key Positions

I retired in April 2004 after a thirty-year career in municipal law enforcement. At the time of my retirement, I was serving as the Interim Chief of Police for the City of West Sacramento. From 1994 to 2004, I served as the Deputy Chief of Police for West Sacramento. Prior to joining West Sacramento, I served with the City of Inglewood Police Department from 1974 to 1994, moving through the ranks from Officer to Captain.

Education

I possess a Bachelor in Management degree from the University of Redlands. I am a graduate of the POST Command College (Class 18) and I have served as a national assessor for the Commission on the Accreditation of Law Enforcement Agencies. I possess every POST certificate from Basic to Management.

Awards/Recognition/Other Highlights of Career

As the Deputy Chief of Police for the West Sacramento Police Department, I was the project manager for the accreditation process for the City of West Sacramento. The Department was ultimately awarded national accreditation status; at the time, we were only the eighth municipal police organization in the State to achieve this status.

My peers in the POST Command College, Class 18, selected me as the "Most Inspirational" student.

I am personally proud of the fact I have served in municipal law enforcement for thirty years and retired in non-disability/service only status.

Name and Current Title

Duncan Fallon

Assistant Secretary, Labor Relations (A)

Description of Current Job/Assignment

Responsibility of overseeing the day-to day labor relations within the California Department of Corrections and Rehabilitation (CDCR).

Description of Previous Job/Assignment or Key Positions

Ombudsman, Pelican Bay State Prison, is an independent entity a special advisor to the leaders of this department, my main task has been to move within the system and assist in resolving any issue that may negatively affect the Department and reviewing operations that can work at other institutions and sharing that information with those prisons. I also collaborate with external stakeholders by effectively communicating policy and procedures, thereby minimizing frustration and anger that may affect stakeholders. As Ombudsman, I keep a watchful eye on the Department's compliance with court mandates of Clark, Armstrong, Plata, and Valdivia. When I discover systemic problems, I assist those managing the program to resolve the issue.

Education

Sacramento State College of Continuing Education Leadership Development Program (2006)

California Public Safety Leadership and Ethics Program (2005)

Department of Transportation Leadership (2000)

Department of Personnel Administration, Impact Bargaining Training (1999)

Administrative Law Judge Training, U. C. Davis, Sacramento (1995)

Adverse Action Training, State Personnel Board, Sacramento (1995)

Western Illinois University, Macomb Illinois, 1986-1989

Governor's Program for non-traditional students

Black Hawk College, Moline Illinois

Associate of Arts Degree in Labor Studies (1986)

Banking and Finance Manager (1980-1986)

Business Management (1980-1986)

Occupational Safety Health (1983)

Labor Studies Certificate (1980)

Salesmanship (1975)

Name and Current Title

Kenneth A. Hurdle
Chief, Office of the Ombudsman

Description of Current Job/Assignment

Supervise nine ombudsmen who function as special advisors to the Secretary and Undersecretary on sensitive issues relating to the Department. Also, provide management advice and consultation and make recommendations to the Secretary and Undersecretary in resolving sensitive and critical issues that impact a broad spectrum of issues affecting Departmental policies, procedures, and programs. Also, serve as a key policy and public relations expert with extensive contact with a wide variety of individuals inside and outside of State government.

Description of Previous Job/Assignment or Key Positions

Was hired into the Department in 1997 to establish the Office of the Ombudsman and have been in the position since the inception of the office.

Education

Bachelor of Arts, Science
Juris Doctorate

Name and Current Title

Richard A. Rimmer
Assistant Secretary, Office of Correctional Safety

Description of Current Job/Assignment

The Assistant Secretary reports directly to the Undersecretary, California Department of Corrections and Rehabilitation, and is responsible for the management of the Department's programs involving: law enforcement, gang management, departmental security and emergency management, apprehension of escapees and parolees-at-large (PALs), investigations involving inmates and parolees; oversees the functions of the Emergency Operations Unit; ensures improvement to the correctional environment and staff training; manages staff in various peace officer and administrative classes located in headquarters and 10 field offices; serves as a member of the Secretary's Executive Staff and participates in the development, implementation, and evaluation of departmental strategic and operational plans; serves as liaison to, and maintains good relationship with, federal, state, and local enforcement and criminal justice agencies; provides advise and consultation to the Secretary, Undersecretary, Chief Deputy Secretaries, Division Directors, and other administrators in the formulation of departmental policies and programs.

Description of Previous Job/Assignment or Key Positions

Deputy Director, Parole and Community Services Division: Chief Executive responsibility for California adult parole operations, including policy development, fiscal management, legal and legislative coordination.

Chief (A), Office of Correctional Safety: Responsible for administration of the Department's gang management programs, fugitive apprehension, law enforcement liaison, threat assessment/protection, departmental security, officer-involved shootings, and major criminal investigations and prosecutions.

Education

University of California, Davis
Bachelor of Arts – Double Major in Psychology and English

Awards/Recognition/Other Highlights of Career

1992 – Development and implementation of the Supervised Release File with the California Department of Justice.

1996 – Development and implementation of the Parolee at Large Apprehension Program.

1998 – Project Manager for Parole Classification and Workload Study.

2003/4 – Acting Director and Chief Deputy Director, CDC.

Name and Current Title

John Dovey
 Director, Division of Adult Institutions

Description of Current Job/Assignment

Under the direction of the Chief Deputy Secretary, Adult Operations, the Director, Division of Adult Institutions, is responsible for the management and operation of 33 institutions, 40 conservation camps, more than 12 community correctional facilities, and 5 prisoner-mother community facilities.

The position manages the state's adult prison system that includes approximately 172,000 inmates. Responsibilities include formulating and implementing departmental policies, rules, regulations, and guidelines as they relate to the administration and operation of adult prisons, camps, and community based facilities/centers.

As a member of the Department's management team, collaborates with all functions in the Secretary's Office; and the Divisions of Adult Parole Operations; Community Partnerships; Correctional Health Care Services; Division of Education, Vocations and Offender Programs on issues including the following: transition of inmates to parole status; reentry programs; inmate and parolee health care, education, treatment and rehabilitation programs; correctional justice reform; and programming and budget priorities for adult operations. Coordinates, as needed, with the Chief, Adult Policy on the development, analysis, and implementation of policies affecting adult institutions.

Description of Previous Job/Assignment or Key Positions

Correctional Captain 4/26/04–6/30/05	CDCR, Headquarters, Sacramento, CA
Chief Deputy Director 7/25/01 – 4/25/04	California Institution for Women, Corona, CA
Warden 4/19/00 – 7/24/01	California Institution for Women, Corona, CA
Chief Deputy Warden 1/30/95 – 4/18/00	California Rehabilitation Center, Norco, CA
Associate Warden 1/4/93 – 1/29/95	California Institution for Men, Chino, CA

Education

Bachelor of Arts in Human Services 9/78–6/81	Minor in Corrections University Of La Verne, La Verne, CA
Associate in Arts in Administration of Justice 9/74–6/78	Mt. San Antonio College, Walnut, CA

John Dovey
Page 2

Awards/Recognition/Other Highlights of Career

Everest College, Rancho Cucamonga, CA

- Advisory Board Member, September 1991 to April 2004

Mt. San Antonio Community College, Walnut CA

- Administration of Justice Program Advisory Board Member, April 2004

Management Training Program

- 1995-1997, Galt, CA

Leadership Institute

- 1st graduating class, California State University, Chico

Certified T4T Instructor

- I have developed lesson plans in a variety of subjects and have remained very active as trainer and in the development of staff.

Name and Current Title

Darc Keller

Assistant Secretary, Office of Health Care Policy

Description of Current Job/Assignment

The Assistant Secretary, Office of Health Care Policy, is appointed by the Governor and reports to the Secretary, California Department of Corrections and Rehabilitation (CDCR). Among other things, the position is responsible for identifying nationwide trends and developing state-of-the-art health care policies and modalities to ensure the Secretary's Office is kept abreast of trends and is out in front of advanced health care policy.

Provide advice and consultation to the Secretary and Undersecretary, Chief Deputy Secretaries, and to the Director, Division of Correctional Health Care Services, in the formulation of departmental policies affecting the effective delivery of health care services to inmates and wards. Collaborate with the Assistant Secretary, Policy Analysis and Planning, on the creation of policies that affect health care operations. Establish guidelines and priorities regarding changes in health care law and research health care lawsuits and practices in other states.

Serve as a member of the Secretary's Executive Staff and participate in the development, implementation, and evaluation of the departmental strategic plan with regard to corrections health strategic priorities. Participate in the formulation and oversight of health care program performance measure, goals and objectives, and process improvement methodologies.

Description of Previous Job/Assignment or Key Positions

HEADQUARTERS CALIFORNIA NATIONAL GUARD, Sacramento, California

Assistant State Surgeon – Responsible to provide support, direction in matters relating to the emergency medical preparedness and unit readiness for statewide disaster response. Make recommendations and design implementation strategies regarding existing and proposed medical force structure, medical procedures, unit policy, and emergency medical support to civil authorities throughout the State of California.

Education

M. S., 1979, University of Notre Dame
Administration (Health Care)

B.S., 1970, University of Utah

Major: Psychology

Minor: Business Management

Name and Current Title

Ed Wilder

Director (A), Division of Juvenile Justice Facilities

Description of Current Job/Assignment

As the Director, I am responsible for the overall management and administration of the facilities' headquarters, eight youth correctional facilities, and two youth conservation camps. This position affords me the opportunity to work with staff at various levels within the California Department of Corrections and Rehabilitation that is necessary to meet the unique operational needs of the youth within the Division of Juvenile Justice Facilities.

Description of Previous Job/Assignment or Key Positions

As Deputy Director, I was responsible to ensure administrators within the Institutions & Camps Branch developed and implemented policies and procedures necessary to meet established goals and objectives, operated within budgeted resources and maintained physical plants in an acceptable manner. Ensured administrators took appropriate action to maintain a safe and secure work environment, had adequate personnel, medical and support services, and adhered to all legal and administrative policies and procedures.

Education

AA Business Administration

BA Economics / Business Administration

Awards/Recognition/Other Highlights of Career

Certificate of Recognition from Senate for Extended Support of Foster Grandparent Program.

Assembly and Senate Joint Resolution in Recognition of 30 Years State Service Working with Youths.

Name and Current Title

C. Scott Harris, Jr.
Executive Director, Corrections Standards Authority

Description of Current Job/Assignment

The position is responsible for staffing the CSA and for providing counsel and advice to the Secretary of the California Department of Corrections and Rehabilitation (CDCR) as well as the CSA Board members on state and local correctional issues. The position also manages three divisions whose key responsibilities include the administration of federal and state grants funds for juvenile justice and delinquency prevention; the establishment and maintenance of minimum standards for state, local and privately operated detention facilities; the administration of regulations and policy for CDCR; and the establishment and revision of regulations relating to the selection and training of state and local corrections personnel.

Description of Previous Job/Assignment or Key Positions

Thirty years law enforcement experience with the Sacramento County Sheriff's Department. The last 7 years as a Sheriff's Chief Deputy of Administration Services. The position was responsible for the following areas: budget, payroll, personnel, grant administration, facilities management, training of civilian and sworn personnel, technical support (computers, cell phone, IT, etc) CSI, communication, records and strategic planning (including COPS implementation).

Education

BA/Psychology/UC Davis
Community College Teaching Credential in Police Science/CSU Sacramento
JD/UNC Law School Sacramento & Lincoln Law School Sacramento

Awards/Recognition/Other Highlights of Career

In 150-year history of Sacramento County Sheriff's Department, first African American Sheriff's Lieutenant/Captain/Chief Deputy.
Mentors Award/100 Black Men of Sacramento
Special Recognition Award/Sacramento Urban League
FBI National Academy Graduate

Name and Current Title

Martin Hoshino, Assistant Secretary
Office of Internal Affairs

Description of Current Job/Assignment

Oversee, manage, and direct a statewide internal affairs and employee discipline program consisting of approximately 140 employees (peace officers and administrative staff) with a budget of \$16.5 million. Provide central oversight of internal affairs investigations and disciplinary matters conducted at 33 prisons, 8 juvenile facilities, 4 parole regions, and 50 fire and conservation camps, all juvenile justice facilities and other departments within the California Department of Corrections and Rehabilitation. Serve as top management advisor on employee misconduct and discipline issues for the Secretary, other executives, and managers for a department of 60,000 employees and a budget of \$8 billion. Develop, manage, and implement statewide employee disciplinary reforms to restore integrity and fairness to the department's internal justice system as ordered by the Federal Court in *Madrid v. Tilton* (Post Powers Remedial Plan).

Description of Previous Job/Assignment or Key Positions

Chief, Office of Internal Affairs
Assistant Director, Office of Investigative Services

Chief Assistant Inspector General

California Office of the Inspector General – August 2000 to October 2003

Education

M.A. University of California, Davis 1990
Public Administration/Political Science

B.A. Lewis & Clark College, OR 1986—Political Science

Name and Current Title

John F. Monday
Executive Director, Board of Parole Hearings

Description of Current Job/Assignment

Executive Director, Board of Parole Hearings
Administrative head of the State of CA adult and juvenile paroling authority charged with authority to exercise all duties and functions necessary to insure that the responsibilities of the board are successfully discharged (PC5075{c}). These responsibilities include managing a statewide adult and juvenile parole consideration and parole revocation system that conducts over 300,000 case reviews annually.

Description of Previous Job/Assignment or Key Positions

Assistant Executive Officer, BPH
Executive Officer, Youthful Offender Parole Board
Deputy Secretary, Labor and Legislative Affairs, Youth and Adult Correctional Agency
Chief Deputy Commissioner, Board of Prison Terms
Assistant Director, Labor/Management Relations, CA Youth Authority

Education

Consumnes River College, Business
CSU Sacramento, Public Administration
UC Berkeley, Institute of Public Policy

Awards/Recognition/Other Highlights of Career

U.S. Navy 1969-73

Name and Current Title

Sandi J. Menefee, Assistant Secretary
Office of Victim and Survivor Rights and Services

Description of Current Job/Assignment

Responsible for the development and delivery of direct crime victim services including notification, special conditions of parole, prevention and education, case management, restitution, restitution automation project, statewide and national networking, and rehabilitation programs for offenders. Ensure all existing laws, regulations and policies are being complied with and that all new laws and regulations impacting services are subsequently developed and added to our list of responsibilities. Ensure all programs are current and are evidence-based efforts including performance measurements to assess program successes and failures.

Description of Previous Job/Assignment or Key Positions

Previous job assignment was in inmate education and programs for approximately 20 months doing strategic plan work and program development, including two victim services programs.

Previous key position was Assistant Director over victim services (1998-2004) as a Governor's appointee; came back to victim services at the request of the Governor's Office in June 2006.

Education

High school graduate, 1967, Yreka High School

Attended Merrit-Davis School of Business, Medford, Oregon, Legal Stenographer

Attended criminal justice classes at Sacramento City College

Specialized education and training classes relative to civil service processes/management Subject matter specific course work relative to current issues within victim services

Awards/Recognition/Other Highlights of Career

- 2006 – Judicial Council of California – Recognition of Leadership (restitution)
- 2004 – Director’s Award – Recognition of Exemplary Work
- 2004 – California District Attorney’s Association – Recognition of Exemplary Work
- 2004 – Youth and Adult Correctional Agency – Program Excellence Award
- 1996 – Governor’s Doris Tate Award—Exceptional Dedication and Commitment to Crime Victim Services in Corrections
- 1996 – U. S. Department of Justice, Office of Justice Programs – Outstanding Services to Crime Victims at the National Level
- 1996 – Director’s Award—Professionalism and Services to Citizens in California
- 1994 – California Legislature – Certificate of Recognition for Restitution Laws
- 1992 – Director’s Community Service Award—Victim Advocacy Work
- 1992 – National Victim Center – Outstanding Service to Correctional Professionals and Victim Services
- 1991 – Governor’s Award – Outstanding Service and Distinguished Leadership
- 1991 – Department of Corrections – Supervisor of the Year Award
- 1991 – Director’s Recognition Award – Inmate Restitution Fine Collection System

Career Highlight: Personal and program recognition as being a leader in the development and implementation of crime victim services in a corrections environment. We trained several other state departments of corrections on the development and implementation of victim services. Today, all but a couple of states have been trained by the national-level consulting group of which I was a part.

Name and Current Title

Bruce Slavin
General Counsel

Description of Current Job/Assignment

The General Counsel acts as Legal Counsel to the Secretary, Department of Corrections and Rehabilitation, and supervises the Office of Legal Affairs, which consists of approximately 90 attorneys as well as support personnel. Among other things, the General Counsel oversees the operations of the Office of Legal Affairs in providing legal advice and counsel to the Department and its divisions on matters relating to departmental policies, procedures, rules, regulations, and litigation. The General Counsel reviews for the Secretary proposed settlements of all significant litigation; and consults with the Attorney General's Office, outside counsel, and departmental management staff on litigation that has significant fiscal or policy impact. The General Counsel also represents the Secretary in selected areas as delegated, involving major policy and program issues with the Legislature, the Governor's Office, the Department of Finance and other State agencies, the courts, and prison advocacy groups

Description of Previous Job/Assignment or Key Positions

Prior to the reorganization, I served as general counsel to the predecessor Youth and Adult Correctional Agency starting in February 2000.

Before my service at YACA, I was a deputy attorney general and later a supervising deputy attorney general in the correctional law section from December 1984 through January 2000. I supervised a team of approximately five attorneys, and litigated numerous major cases including:

Federal Cases

Coleman v. Wilson, No. CIV-S-90-0502 LKK-JFM (E.D.Cal.)

Class action involving all mentally ill prisoners in California Department of Corrections facilities.

Lewis v. Casey, 518 U.S. 343 (1996)

Prisoner access to courts. (Amicus Curiae).

Gates v. Deukmejian No. CIV-S-87-1636 LKK JFM (E.D. Cal) Adequacy of psychiatric care provided to prisoners.

Washington v. Harper, 490 U.S. 210 (1990)

Due process—involuntary psychotropic medication of prisoners. (Amicus Curiae).

Bruce Slavin
Page 2

Federal Cases—continued

Toussaint v. McCarthy, 926 F.2d 800 (9th Cir. 1990)
Due process for administrative segregation decisions. Prisoner access to court.

Rowland v. U.S. District Court, 849 F.2d 380 (9th Cir. 1988)
Limits on district court power to extend jurisdiction to enforce prior order.

Cato v. Rushen, 824 F.2d 703 (9th Cir. 1987)
Due process for prison disciplinary decisions.

McQuillion v. Rushen, 639 F.Supp. 420 (N.D.Cal. 1986)
Ex post facto and equal protection challenges to prisoner work incentive program and determinate sentencing law.

State Cases:

Hubbart v. Superior Court
19 Cal.4th 1138 (1999)
Constitutional challenge to California Sexually Violent Predator Commitment law.

People v. Superior Court (Whitley) 68 Cal.App.4th 1383 (1999)
Applicability of Sexual Violent Predator law.

People v. Gibson (1988) 204 Cal.App.3d 1425
Ex post facto, equal protection and due process challenges to mentally disordered violent offender commitment statutes.

In re Welch (1987) 190 Cal.App.3d 407
Parole discharge

Keyhea v. Rushen (1986) 178 Cal.App.3d 526
Due process—involuntary psychotropic medication of prisoners.

Education:

J.D. 1984; Boalt Hall School of Law, University of California-Berkeley

B.A. Summa Cum Laude (Philosophy) 1979; Temple University, Philadelphia, Pennsylvania

Name and Current Title

Del Sayles Owen
Director, Division of Community Partnerships

Description of Current Job/Assignment

Ms. Del Sayles-Owen serves as the Director of the Division of Community Partnerships for CDCR. On July 1, 2005, Governor Arnold Schwarzenegger appointed Sayles-Owen to the Directorship, where she is responsible for developing partnerships, which are critical to the successful re-entry of offenders into the community. Working with community based and faith-based organizations, as well as local governments and service providers, the Division supports the operation of innovative programming and collaborative relationships designed to promote the shared responsibility for community safety.

Description of Previous Job/Assignment or Key Positions

Before joining CDCR, served as Deputy Director for the Office of Criminal Justice Collaboration for the California Department of Alcohol and Drug Programs from February 2001 through June 2005. While at the Department of Alcohol and Drug Programs (ADP), led the successful implementation of Proposition 36, a major voter initiative that provides treatment to drug offenders in lieu of incarceration. Worked closely with treatment advocates, Corrections, law enforcement, local government, and the courts. In that capacity, also responsible for the implementing and managing ADP's drug courts programs.

Spent 24 years with the California Department of Social Services (CDSS), overseeing some of the nation's largest human services programs. Served as the Chief of the Children's Services Branch, administering state programs charged with protecting children at risk of abuse and neglect. As Chief of the Aid to Families with Dependent Children (AFDC) program branch, managed the policy administration of a \$6 billion cash assistance program. Represented CDSS in planning and negotiating the welfare reform effort that created the California Work Opportunity and Responsibility to Kids (CalWORKS) program in 1997.

Education

Bachelor of Arts degree in Sociology, Whittier College.

Awards/Recognition/Other Highlights of Career

In 2003, the County Alcohol and Drug Program Administrators Association of California (CADPAAC) presented Ms. Sayles-Owen with its annual State Leadership Award for her efforts in leading the implementation of Proposition 36, the Substance Abuse and Crime Prevention Act of 2000. CADPAAC is comprised of the designated County Alcohol and Drug Program Administrators representing the 58 counties within California. CADPAAC is dedicated to the reduction of individual and community problems related to the use of alcohol and other drugs.

Name and Current Title

Oscar Hidalgo, Assistant Secretary
Office of Public and Employee Communications

Description of Current Job/Assignment

As the Assistant Secretary of the Office of Public and Employee Communications (OPEC), Mr. Hidalgo is responsible for responding to media inquiries, as well as directing internal and external communications about the Department, its goals, strategy and mission.

In this capacity, the Assistant Secretary serves as a coordinator of communications strategies and procedures for the California Department of Corrections and Rehabilitation (CDCR) on a wide range of the department's most complex correctional issues before statewide, national, and international media. The Assistant Secretary oversees development of the CDCR's primary messaging and public image, which works in tandem to support communication strategies with media. Deliverables include press releases; fact sheets; web site development; employee newsletters; photography and other illustrations; and, video and broadcast-quality digital media (videotape/DVD) for use by media, stakeholders, and CDCR officials.

Governor Arnold Schwarzenegger appointed Mr. Hidalgo to the Department of Corrections and Rehabilitation on June 27, 2006.

Description of Previous Job/Assignment or Key Positions

Prior to joining the Department of Corrections and Rehabilitation, Mr. Hidalgo served as Director of Communications for Energy for the California Department of Water Resources since 2001.

Mr. Hidalgo began his state career in October 1997 as a civil servant for the California Department of Food and Agriculture, for which he later was appointed by Governor Gray Davis in 1999 as Director of Communications. He then served as Director of External Affairs for the California Department of Aging from 2000 to 2001.

Prior to State service, Mr. Hidalgo was a staff writer for the Sacramento Bee newspaper from 1993 through 1997.

Education

Attended Sacramento City College – Journalism major

Name and Current Title

Peter Farber-Szekrenyi, DR. P.H.

Director, Division of Correctional Health Care Services

Description of Current Job/Assignment

Director of the Division of Correctional Health Care Services for the California Department of Corrections and Rehabilitation. Chief Executive responsible for the development and operation of the adult health care system including medical services, mental health services and dental services.

Description of Previous Job/Assignment or Key Positions

Thirty five years of experience in the administration of health care systems including a successful track record in managing companies from \$80 million to \$2.5 billion in annual revenues in a variety of ownership structures including governmental, not for profit, for profit and a New York Stock Exchange company. Successfully assisted health care systems to achieve and maintain their competitive and profitable positions within their communities. Operations experience and financial expertise in managed care, hospital and medical administration settings, including identifying and quickly driving key initiatives through an organization, successfully accomplishing target goals.

- Chief Executive Officer for SCPMG (Kaiser) of Southern California, one of the largest organized managed care systems in the country
- Chief Executive Officer for three large health organizations: President of Greatwest Hospital, Inc of Santa Ana; the Anaheim/Tustin Hospital Medical Center and the Fountain Valley Hospital and Development Company
- Chief Operating Officer and Chief Financial Officer for the Alameda County Medical Center in Oakland
- Vice President of Provider Relations and Administration for the Blue Cross Association of Chicago and
- Associate Director for Operations and Finance for UCLA Hospital and Clinics.
- Provided consulting services to Kern County Medical Center, San Joaquin Healthcare Services Agency, Salinas Valley Memorial Hospital District, Alameda County Healthcare Services Agency and others.
- Chairman of the Board of the Orange County Emergency Agency

Education

Doctorate in Healthcare Institution Administration from UCLA

Masters in Public Healthcare Management

Masters of Business Administration in Finance

Name and Current Title

Frank L. Russell

Director, Division of Education, Vocations and Offender Programs (DEVOP)

Description of Current Job/Assignment

The Director of DEVOP is responsible for the development and delivery of effective interventions that are responsive to the criminogenic needs of offenders throughout the correctional experience. DEVOP programs promote public safety by preparing offenders to succeed upon release to the community rather than revert to criminal behavior.

Description of Previous Job/Assignment or Key Positions

Senior Care Manager for HealthNet – developed and implemented intensive outpatient treatment programs for chemically dependent persons

Administrator for Golden State Therapy Centers – managed the operations of two chronic pain management and pulmonary therapy clinics

Marriage and Family Therapist in private practice – provided psychotherapy to individuals and families

Parole Administrator II, Parole HQ – managed the Community Correctional Reentry Centers, Community Correctional Centers, Administrative Services, Automation and Special Projects

Education

BA, MA Pepperdine University

Psychology

Awards/Recognition/Other Highlights of Career

2004 Lambert Award for Outstanding Psychotherapeutic Outcomes

Name and Current Title

Jamie Mangrum

Assistant Secretary of Information Technology (IT)

Description of Current Job/Assignment

For the past four months, Jamie Mangrum has served as the Assistant Secretary for IT at the Department of Corrections and Rehabilitation (CDCR). He is currently responsible for managing over 200 IT staff that maintains the IT environment for 59,000 CDCR employees. The Department's current project portfolio over the next five years is in the billions of dollars. His most important task is to deliver the basic networking infrastructure to the CDCR that will serve as the foundation to deploy the many absent enterprise application systems that the Department needs to run the day-to-day operations of one of the world's largest correctional organizations.

Description of Previous Job/Assignment or Key Positions

March 2004 – June 2006

Department of General Services, Office of Technology Resources

Chief Information Officer / Deputy Director

August 2002 – March 2004

Department of General Services, Office of Technology Resources

Office Chief, Office of Technical Resources

November 2000 – August 2002

Department of General Services, Office of Technology Resources

Web & Application Technology, Operations Manager

December 1999 – November 2000

Department of General Services, Office of Technology Resources

End User Support Services, Operations Manager

July 1996 – December 1999

Department of General Services, Office of Technology Resources

Web Services, Operations Manager

Education

IT Infrastructure Library (ITIL) Training

Project Management (PMP) – UC Davis

Information Technology—Solano Community College

Information Technology – American River Community College

IT Infrastructure Library (ITIL) Certification

Microsoft Certified Professional

Jamie Mangrum
Page 2

Awards/Recognition/Other Highlights of Career

Jamie Mangrum's IT career spans over 20 years with most of his time spent in management. In the public and private sector, he has proven himself to be a very able IT manager. He consolidated 23 separate Information Technology organizations at the Department of General Services into a single organization. Jamie led the efforts to build a Wide Area Network and IT infrastructure that spans 240 locations throughout the State of California.

Name and Current Title

Bonnie Robbins Kolesar, ARM, CCSA
Assistant Secretary, Office of Risk Management

Description of Current Job/Assignment

Responsibilities include the design and implementation of a comprehensive risk management program that capitalizes on opportunities by maximizing goals identified in the Department's Strategic Plan, and minimizing risks associated therewith. The position requires effective leadership and full administrative experience, including planning, budgeting, human resources, supervision, operations, and process improvement.

Description of Previous Job/Assignment or Key Positions

1990 to 2006 –Associate Director, Risk Management Services for the University of California, Davis. Responsible for all aspects of the department's operations and administration including supervision, underwriting, insurance placement, alternative risk financing options, coverage determination, cost allocation, claims, litigation management, risk assessment and consulting program development, instruction, and related customer service. Involved in the redesign of the risk management program towards an enterprise, or holistic, risk management framework.

Education

Bachelor of Arts, Management, 1992, St. Mary's College, Moraga, CA
Associate in Risk Management ("ARM"), 2005, Insurance Institute of America
Certification in Control Self-Assessment ("CCSA"), 2003, Institute of Internal Auditors
UC Davis Management Development Program Certificate, 2001
UC Davis Office of Administration Leadership Development Program Certificate, 2005

Awards/Recognition/Other Highlights of Career

President, Public Agency Risk Managers Association—2001 and 2002
Board of Directors, Public Agency Risk Managers Association
1996—February 2005
Advisory Committee, WOSTEP ("DIR")—Current appointment

Name and Current Title

Scott Kernan

Deputy Director, Division of Adult Institutions

Description of Current Job/Assignment

Under the direction of the Director, Division of Adult Institutions, the Deputy Director plans, organizes, directs, and coordinates administrative operations within the Division of Adult Institutions. The position provides administrative direction, advice, and assistance to the management staff of the institutions, including its Associate Directors and Wardens. The position also serves as the Division's point of contact with the Secretary's Office in handling institutional issues that involve internal affairs, labor relations, legislative or legal affairs, audits, and information technology. The Deputy Director testifies before the Legislature and represents the Department within the Executive Branch, coordinating with control agencies as necessary.

Description of Previous Job/Assignment or Key Positions

Scott M. Kernan began his career with the California Department of Corrections (CDC) as a Correctional Officer at the California State Prison (CSP), San Quentin in March 1983. He promoted to Correctional Sergeant in May 1987. During the period of May 1988 and January 1997, Mr. Kernan completed a special assignment for the Planning and Construction Division then performed duties of an Associate Budget Analyst, Correctional Lieutenant, Public Information Officer, Employee Relations Officer and Assistant Affirmative Action Coordinator. During the period of January 1997 and November 2001, Mr. Kernan held the positions of Correctional Captain, Facility Captain, and Associate Warden at CSP-Sacramento and Mule Creek State Prison. In November 2001, Mr. Kernan promoted to the position of Chief Deputy Warden (Chief Deputy Administrator, Correctional Programs, Career Executive Assignment) at MCSP and was responsible for the day-to-day operation of the prison. In October 2003, Mr. Kernan was selected for an acting assignment as Warden at MCSP responsible for management of the prison, including oversight of inmate programs, medical/mental health services, parole readiness activities, and disciplinary/due process requirements. Following his acting assignment, Mr. Kernan was appointed Warden at California State Prison, Sacramento in November 2004. With the creation of the new California Department of Corrections and Rehabilitation, Mr. Kernan was appointed Deputy Director of Mission Based/Adult Operations in May 2006 where he is currently responsible for assisting the Director of the Division of Adult Institutions in the management and operation of all adult institutions throughout the state.

Name and Current Title

Joseph R. Montes
Director of Juvenile Parole Operations (A)

Description of Current Job/Assignment

Under the administrative direction of the Deputy Secretary of the Division of Juvenile Justice, I am responsible for administering and implementing policies related to Juvenile Parole. As the Director, I oversee two Regions (North and South) and all Juvenile Parole Staff. Direct and approve the parole budget, spending, training, EEO complaints, compliance issues, internal investigations, and use of force issues. Attend Executive meetings with Department of Finance and the Legislative Analysts/Counsel. Establish and maintains liaison with Juvenile Justice agencies. Support implementing the Safety and Welfare Remedial Plan as well as addressing related consent decrees. Through the leadership the Division of Juvenile Parole, we work to insure public safety in California while reforming youthful offenders.

Description of Previous Job/Assignment or Key Positions

2005-2006 Regional Administrator (A) DJJ Parole
2003-2000 Deputy Regional Administrator DJJ Parole
2001-2000 Parole Agent III, Program Specialist
1998-2001 Assistant Supervising Parole Agent II

Education

1968-1971 Fresno City College A.A. Degree Liberal Arts
1971-1973 California State University at Fresno B.S. Degree Criminal Corrections
1973-1975 California State University at Fresno Graduate School no degree

Awards/Recognition/Other Highlights of Career

I have been recognized or awarded in the following.

- Recruitment
- Leadership
- Habitat for Humanities
- Fresno County Delinquency Prevention Commission
- Fresno County Drug and Alcohol Advisory Board member

**California Department of Corrections and Rehabilitation
Written Testimony to Little Hoover Commission
Parole Reform**

Commentary

In its 2003 report on parole policies, the Little Hoover Commission (LHC) recommended that the then California Department of Corrections (CDC):

- Use evidence to guide decision-making
- Assess the risks and needs of offenders
- Better prepare offenders for release
- Expand proven programs that reduce recidivism
- Partner with communities, and
- Expand the use of alternative sanctions for non-serious, non-violent parole violators

In the intervening three years, CDC has transformed into the California Department of Corrections and Rehabilitation (CDCR). The Legislature and the LHC supported us in that transition. It was just last year, in fact, that the new CDCR was created and embarked upon an unprecedented change in philosophy and direction. We began to formally recognize the connection between our role in public safety and the need to provide offenders with the skills and treatment they need to be successful on parole within the communities to which they return.

CDCR understands parole reform to include not only parole policies, but the work we do with offenders prior to their parole in preparing them for productive, crime-free lives on the outside. The strategic plan and accompanying organizational structure were developed to build the foundation for this work. The mission of CDCR was revised to reflect this new direction:

"...To improve public safety through evidence-based crime prevention and recidivism reduction strategies."

CDCR's vision for future programming is clear and we have made progress with respect to making it a reality. Our vision includes the following essential components:

1. Needs Assessments must occur at reception and be updated routinely as inmates complete programs and in advance of their parole. They must follow the individual from institutional life onto parole to ensure appropriate needs are met when they are "on the street".
2. Programming must be based upon need, matching the right offender to the right program.
3. New program development must be evidence-based or based upon promising principles. Programs must be evaluated as to their efficacy.
4. Programs must provide for a continuum of services, beginning in prison and extending, as necessary, to the community for offenders both while on parole and after discharge.
5. Inmates close to their release date who are appropriate for community placements must be housed in secure settings within the community to which they will return to facilitate family reunification and facilitate program transition.
6. Services that meet critical needs of parolees must be available in the community for those individuals who are best served in the community. No inmate should be returned to prison because no services are available to him/her in the community.

7. The communities to which offenders return share responsibility with the Department to meet offenders' needs.

The programs identified in this section represent a first step toward the goal of development of a continuum that delivers appropriate programs at the proper strength and duration to the right client -- a system that clearly and deliberately coordinates services received in one phase with those needed in another. There is undeniably more work to be done, but this plan provides for the foundational work necessary to accomplish that goal.

Progress

CDCR is moving toward an integrated system of offender needs-based program options comprised of a continuum of proven services, as described above. Recent comprehensive efforts and new program development for fiscal year 2006/07 will be discussed in this section.

Recent efforts have focused on the expansion of Parole Planning and Placement (PPP), implementation of Correctional Offender Management Profiling for Alternative Sanctions (COMPAS), the expansion of community-based programs, and the development of a recognized evaluation process.

New Program Development

When designing new programs for fiscal year 2006/07, it was critical that CDCR develop programs to meet its offenders' needs, but that it takes a systematic approach to new program development. As such, a set of "Guiding Principles" were developed to guide decision-making regarding this new program development. This approach assisted the Department in making objective decisions regarding which new programs to move forward.

It was essential that CDCR implement new programs proven to reduce recidivism based upon empirical evidence. New and innovative programs that have yet to be tested but which offer promising outcomes for the offender population were also sought. Those programs will be evaluated as to their outcomes. It was equally important to ensure that a continuum of services is provided while incarcerated, during pre-release programming and parole planning, and in the community upon release. New programming concepts for fiscal year 2006/07 and 2007/08 were required to be aligned with the "Guiding Principles" displayed below in order to be considered for approval.

Guiding Principles

1. *Strategic Alignment*: The program provides a nexus with the Department's Strategic Plan and advances the mission of CDCR.
2. *Evidenced-Based or Innovative*: The program is founded in research or tests a new, promising concept.
3. *Continuity/Continuum of Services*: The program provides for "wrap-around" services and/or a continuum of services for offenders that begins in prison and continues to serve their needs upon parole.
4. *Increased Access to Programming*: The program provides services/programs to those not now receiving them, including high security inmates.
5. *Responsiveness*: The program addresses a critical need or opportunity. It does not duplicate existing services.

6. Implementation Readiness: The organization responsible for the program is capable of managing scope, schedule, and cost of new program development at this time.
7. Staff Competency and Support: Program planning must include training, tools and communication strategies for those who implement, operate and evaluate the new program. Staff must be well-trained and have adequate tools to do the job, including information technology and space. A critical component of the program's success is the ability to routinely communicate with internal and external partners, raise red flags in a timely fashion in order to "course correct" early on, and celebrate achievement of milestones and program success.
8. Evaluation: The program includes an effective mechanism for measuring the program outcomes.

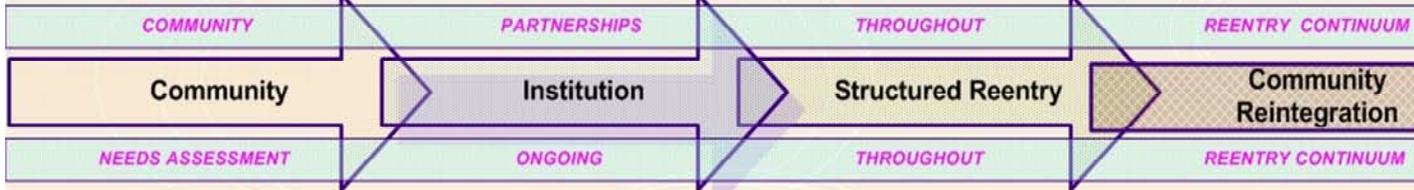
These principles were applied in the selection of the 29 proposals being funded this year (see Attachment A for brief description of each program). The selection process and the funded programs were discussed in the August 14, 2006 report to the Legislature entitled, "Programming: A Key Underpinning of Public Safety and Successful Offender Reentry," and were presented to the Legislature during the Special Session this year. Of the \$52.8 million in new programs this fiscal year, \$16.47 million are in the areas of substance abuse treatment, education and vocation, \$14.4 million in parole programs, and \$9.6 million in community collaboration and reentry.

All funded programs support recidivism reduction and community reintegration. Funded programs fall within four phases of a continuum of services, i.e., Community (prior to CDCR receipt), Institution, Structured Reentry, and Community Reintegration. Although a program may begin in one phase, the best programs provide for a continuum through more than one phase. (See chart on Page 4). Though these programs cannot serve every offender at present, they test concepts that represent the first steps toward providing a continuum of services.

CDCR is moving toward a system in which programming is based upon a comprehensive needs assessment, with periodic updates made to the assessments. This information will be communicated to the parole agent in the field and to the offender so that attention to specific needs occurs while the individual is on parole. Those inmates who are appropriate for community placement will be housed in the communities to which they will return during the last few months of their sentence. The work already accomplished in the area of needs assessment for parolees will be expanded upon for use in assessing the needs of all inmates as well. A CDCR task force will be fine-tuning the Correctional Offender Management Profiling for Alternative Sanction (COMPAS) tool to meet these needs and developing a plan for its implementation. The 2006/07 budget includes approximately \$3.1 Million for the needs assessment in the educational area alone. Additionally, the San Diego County Senate Bill 618 program, authorized in a bill authored by Senator Jackie Speier and signed by the Governor in 2005, will utilize the same assessment tool for its jail inmates sentenced to prison.

As part of the Department's effort to integrate principles of evidence-based practices into its programs, the CDCR Office of Research, in partnership with the Office of Adult Programs, developed an assessment instrument to be applied to existing and proposed programs. The instrument, called the California Program Assessment Process (CPAP) is a tool for determining the extent to which programs intended to change offender behaviors incorporate elements that research has shown to reduce offender recidivism. It is designed to assess five key areas: Program Model; Program Eligibility and Assessment; Program Structure; Staff Qualifications/Selection/Training; and Measurement and Evaluation.

**California Department of Corrections and Rehabilitation
Adult Program Spending Plan
FY 06/07**



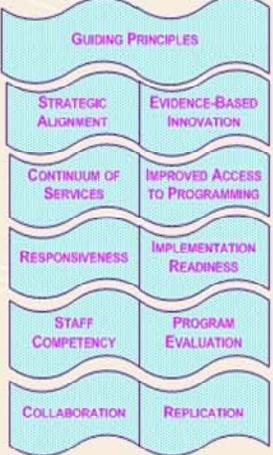
**PURPOSE:
REDUCTION IN
RECIDIVISM**

SB 618
San Diego County Reentry Program
[\$3.42]

Needs Assessment – Education [\$3.10]
Right Prison Right Mission [\$.350]
Substance Abuse Programs - Expansion [\$1.60]
Kern Vally State Prison – Substance Abuse Program [\$3.80]
Vocational Education and Monitoring [\$2.05]
Education for EOP Inmates [\$1.23]
Victims & Gender Response Curriculum [\$.285]
Recreational (Arts/Phys. Ed.) [\$.561]
Peer Education [\$.250]
Day Treatment/BMP [\$.025]
Estelle Transitional Program [\$.420]
Additional Day Visiting [\$4.50]
In Prison Sex Offender Treatment [\$.050]
Community Partnership Managers Pilot [\$.338]
Library Book Restoration [\$.050]

Female Offender Initiative [\$3.00]
Mandatory Conditions Of Parole [\$2.80]
Pre-Parole Benefits [\$2.80]
Carpenter Apprentice [\$.324]
Parole Reentry Partnership Initiative [\$1.30]

San Diego Day Reporting Center [\$0.70]
Residential Service for Parolees [\$7.90]
Increased Clinical Services for Mentally Ill Parolees [\$3.00]
Pilot Project Grants [\$.750]
Intergovernmental Partnership Grants [\$1.40]
Organizational Structure/DCP [\$.575]



**\$52.8
MILLION**

\$3.42 \$18.6 \$10.20 \$14.30

PROGRAM SUPPORT, DEVELOPMENT AND EVALUATION: OFFICE OF REENTRY, EXPERT PANEL, AND PROJECT MANAGEMENT [\$2.73] OFFICE OF RESEARCH [\$3.50 MILLION]

Offender Risk and Needs Assessment

The Department thinks that early assessment – as early as during initial intake of offenders from the courts – is a key component to improve the outcome of offenders upon their return to the community. CDCR’s risk and needs assessment process will identify those offenders who require additional services in order to reduce their criminogenic needs. It has been determined that outcomes will be improved with the use of COMPAS as the Department’s standard needs assessment tool, with assessments completed during the inmates’ intake process at the reception centers. The completion of the assessment at intake will allow institutional staff to better assess the program needs of the inmate population. This section outlines the efforts in which the Department is engaged to achieve this goal.

SB 618 County Assessment Program:

This new program allows for local law enforcement agencies (the Presiding Judge, District Attorney, Public Defender, local custodial agency and Chief Probation Officer) in up to three (3) counties to develop a multi-agency plan to prepare and enhance nonviolent felony offenders’ successful reentry into the community. Pursuant to the bill, the Department will transfer the duty of preparing the risk and needs assessments for offenders from CDCR to the county probation department and courts.

San Diego County was selected to serve as the initial site in November 2005, and is scheduled to initiate program activities in November 2006. The fiscal year 2006/07 budget provides funding for the operation of the San Diego County Multi-Agency Plan. This plan includes county assumption of reception center processing with enhanced initial assessments; the development of a “life plan” that provides a roadmap for offenders to gain skills and abilities, as well as prison and community case management with a “wrap-around services” component. It is anticipated that an increase in continuity of services and potential savings will result from better linkage of available information between CDCR and participating counties. This model addresses the LHC suggestion that the county receive assessments in advance of an inmate’s release, as well as documentation of what programs and services the inmate received in prison. It is expected that COMPAS will be one of several assessment tools utilized in the San Diego County program site.

In addition to San Diego County, CDCR intends to select two additional counties (one in the northern half of the State, and one in the southern half of the State) with participation to begin July 1, 2007. In June 2006, counties were contacted regarding their interest in participating in the SB 618 County Assessment Program. In order to be considered, they were asked to complete and submit a certification form by July 19, 2006 declaring their intent to work in collaboration with the various parties outlined in the original statute. The counties that submitted the required certification form are Fresno, Orange, Riverside, San Mateo, San Francisco and Yolo. CDCR released the Invitation to Apply to the six counties on September 5, 2006. The responses are due November 26, 2006. The proposals will be subjected to a review and evaluation process. Any county applying for the program must be prepared to establish a SB 618 County Assessment Program within six months of selection.

Inmate Education:

Specific educational needs factors and instruments will be used as an adjunct to COMPAS. They will identify needs and address academic, vocational, and life skills that inmates require for successful reintegration into their communities. To date, CDCR’s Division of Education, Vocation and Offender Programs (DEVOP) has accomplished the following:

- Initiated the Test of Adult Basic Education (TABE), Comprehensive and Adult Student Assessment System (CASAS) as standardized testing in all reception centers. CASAS has been implemented statewide.

- Interest Determination Exploration Assessment System (IDEAS), a vocational interest inventory, is being purchased through the Non-Competitive Bid (NCB) process. The tentative date for the purchase and distribution of the IDEAS is April 2007.
- Development of the Individualized, Comprehensive Life Plan (ICLP) is underway. The ICLP will be administered to inmate educational students at intake. Currently under review by Reception center teachers, it is anticipated that the review and approval process will be completed by June 2007. ICLP will be aligned to the computerized risk assessment in COMPAS.

Parole:

The Parole Planning and Placement (PPP) Program (previously known as Pre-Parole Planning) was revised in January 2006 to better serve the needs of offenders. Such modifications included expanding the target population to include parole violators who have received a revocation period of six months or more and have more than six months remaining on their parole period and the implementation of a research-based assessment tool (COMPAS). Utilization of the new assessment tool began in March of 2006.

COMPAS is a statistically-based risk assessment tool specifically designed to assess key risk and needs factors in adult correctional populations, and to afford decision-support for justice professionals when placing offenders into the community by providing a valid measurement and succinct organization of the relevant risk/need dimensions. COMPAS differs from other risk and needs systems by addressing separate risk prediction systems for violence, recidivism, failure to appear and community failure. Rather than using one global risk score, it uses separate risk equations for each of these dimensions of risk.

DAPO purchased the Correctional Offender Management Profiling for Alternative Sanctions (COMPAS), risk assessment tool from Northpointe, Inc. The system, implemented in March of 2006, provides tools for assessing the needs of individuals and the degrees and type of parole supervision that may be required. In fact, research conducted by Northpointe, Inc. indicates the COMPAS assessment tool will enhance parole supervision by providing a best-practices approach to the risk and needs assessment on the California parolee population. A further goal of COMPAS is to help design case-management support systems for offenders in community placements.

In addition to the risk and needs assessment, the COMPAS tool produces a Resource Report/Case Plan (Offender Version). The Case Plan is provided to the inmate prior to their release from custody. Each inmate assessed is given an exit interview within two weeks of their release to the community. This serves to provide the inmate with the most current information available prior to release, and to afford the inmate an opportunity to address any issues that may have arisen since the initial PPP face-to-face interview. Additionally, all parole field staff will have the ability to view and print a copy of the COMPAS reports via their desktop computer. Field staff access to this information ensures that the inmates risk and needs assessment is available for the assigned Agent of Record to discuss and review with the inmate/parolee during their initial interview at their assigned parole unit. Between March and August 2006, there have been 16,916 inmates assessed utilizing the COMPAS risk/needs assessment tool. CDCR is confident that the use of the research-based COMPAS tool will be an effective instrument in enhancing supervision, and providing parolees the necessary tools for a successful reintegration back into the community.

Parole Planning and Placement

CDCR recognizes the importance of preparing inmates for their pending release while still incarcerated. Inmates often have many needs to be addressed, and proactive planning is an essential component to successful reintegration. Originally, the PPP Program (previously known as Pre-Parole Planning) was responsible for assessing inmates who were first-time releases or

Parole Violators with a New Term (PVWNT), and who were within approximately 240 days of their Earliest Possible Release Date (EPRD). In July of 2005, as a result of an extensive evaluation by the Department, several aspects of the PPP Program were modified to better assess the risks and needs of the inmate/parolee population and to better meet the changing needs of the Parole Division. Effective January 1, 2006, the target population of the PPP Program was expanded to include parole violators who received a revocation period of six months or more, and had more than six months remaining on their parole period once released from revocation. Eventually it is anticipated that the second phase of the expansion will incorporate all eligible Parole Violators-Returned to Custody. In August 2006, the PPP Program began conducting a risk of violence assessment on all inmates who had previously been excluded from the PPP Program.

On June 16, 2006, Governor Arnold Schwarzenegger signed Executive Order S-09-06, which directed the CDCR to conduct pre-release assessments on all sexual offenders housed in California institutions in order to determine if the offender is classified as a High Risk Sex Offender. As a result of the Governor's Executive Order, PPP Program staff have incorporated the Static-99 assessment tool into the assessment process. The Static-99 is a brief actuarial instrument designed to estimate the probability of sexual and violent recidivism among adult males who have already been convicted of as least one sexual offense against a child or non-consenting adult. To date, 6,773 "Static-99" assessments have been completed.

PPP Program staff continue to develop community, county, and State resources for inmates paroling to the community. PPP Program staff work with the District Social Workers (DSW) to assist eligible inmates in applying for benefits for which they are entitled to upon release. There have been 4,418 inmates referred to DSW by PPP Program staff since the implementation of COMPAS in March of 2006.

Community-Based Programs

Residential Multi-Service Centers (RMSCs) –

RMSCs were established as part of the Preventing Parolee Crime Program (PPCP) as mandated by Penal Code (PC) Section 3068. The RMSC offers a variety of services to eligible male and female parolees including housing, substance abuse counseling, literacy training, job preparation, anger management classes and counseling. Parolees may request placement in a RMSC or staff may refer parolees exhibiting delinquent behavior, though not rising to the level where public safety is jeopardized, for program consideration. The positive impact the RMSCs have on recidivism is noted in an evaluation of the PPCP prepared by the California State University, San Marcos (CSUSM), dated December 2003. Research shows parolees who completed the RMSC Program recidivated at a rate of 15.5 percent, in a twelve-month period, compared to a rate of 54.7 percent for non-PPCP participants.

The DAPO has ten existing contracts for 397 beds in seven counties and it is expanding that number this fiscal year. An Invitation for Bid (IFB) for an additional 542 RMSC beds was released in August 2006, and it is anticipated that services resulting from this process will commence in November 2006. Additionally, as part of the CDCR's Female Reform Master Plan, a gender-responsive Female RMSC will be developed, with a Request for Proposals (RFP) to be released in September 2006. The RFP proposes three 25-bed sites.

Computerized Literacy Learning Centers (CLLCs)–

CLLCs were established in fiscal year 1991/92 as part of the PPCP, as mandated by PC Section 3068. CLLCs offer computer-assisted instructional programs designed to increase the literacy skills of parolees, resulting in increased employability and parolee success. The Contra Costa County Office of Education (CCCOE) administers the training, under contract with the CDCR, and is operating the program at 21 locations throughout the state. Parolee participation in the CLLC may be voluntary or staff can place parolees into the CLLC to address their literacy needs, thus

increasing employability. The CLLC has been a proven tool in reducing recidivism, as evidenced by the evaluation of the PPCP prepared by the CSUSM, dated December 2003. Research shows parolees who completed the CLLC program goals recidivate at a rate of 26.5 percent, in a twelve-month period, compared to a rate of 54.7 percent for non-PPCP participants.

Substance Abuse Treatment Aftercare as a Mandatory Condition of Parole -

This new 2006/07 program will test imposition of a special condition of parole requiring aftercare participation by Substance Abuse Program (SAP) graduates. Program evaluation research consistently demonstrates that correctional substance abuse treatment is most effective when in-prison treatment is followed by aftercare on parole. Aftercare is voluntary in most CDCR substance abuse programs. It is critical to maximize aftercare participation in order to improve the return on the public's investment in these programs. This program will test whether a positive benefit is obtained by mandating aftercare participation. Twelve-hundred to thirteen-hundred offenders will receive this service annually. This is a five-year pilot program to be operated for male felons at the California Rehabilitation Center and female felons at the Valley State Prison for Women. Motivational interviewing will be used to mitigate an expected initial increase in placement hearings. Motivational interviewing is a client-centered, directive method for enhancing intrinsic motivation to change by exploring and resolving ambivalence. According to research published by the U.S. Department of Justice, Crime and Justice Institute, "Research strongly suggests that motivational interviewing techniques, rather than persuasion tactics, effectively enhance motivation for initiating and maintaining behavior changes." An external evaluation is budgeted for this program. The implementation plan for this pilot project calls for the Board of Parole Hearings to begin imposing the special conditions of parole in January 2007, and for the first inmates in the program to be released on parole in April 2007. It is projected to provide aftercare to an additional 665 parolees per year.

Additionally, approximately 740 more people will receive in-prison substance abuse treatment this fiscal year due to program expansions in that area. This program is provided in a traditional Substance Abuse Program (SAP) through the Therapeutic Community treatment model. Aftercare is available to those who wish it. This expansion includes a new 256-bed SAP at Kern Valley State Prison, which was activated in July 2006, plus an additional 400 beds at the Substance Abuse Treatment Facility, 48 beds at Chuckwalla Valley State Prison, and 36 beds at Sierra Conservation Center, all of which are projected to activate in April 2007. The latter three expansions are for the purpose of extending treatment services to inmates who have been overcrowding into existing SAP housing units.

Substance Abuse Treatment and Recovery (STAR) –

STAR Programs were established as part of the PPCP, as mandated by PC Section 3068. STAR provides a 30-day education-based program to address substance abuse. It currently operates 32 classrooms and is available statewide through 120 parole units. Parolee participation in the STAR Program is normally the result of a positive urine test. If staff determines the positive urine test warrants intervention, yet the offender would pose a minimal risk by remaining in the community, the STAR Program offers a pro-active method to address the violation and offer substance abuse education. Parolee participation in the STAR Program has been a proven tool in reducing recidivism. This is evidenced by the evaluation of the PPCP prepared by the CSUSM, dated December 2003. Research shows parolees who completed the STAR Program goals recidivate at a rate of 40.4 percent, in a twelve-month period, compared to a rate of 54.7 percent for non-PPCP participants.

In-Custody Drug Treatment Program (ICDTP) –

ICDTP, which replaced the Substance Abuse Treatment Control Unit, was established in September 2005. The CDCR contracts with CCCOE to provide the in-custody treatment and with local jails to facilitate the in-custody housing. The ICDTP provides a best-practices approach to

addressing non-violent offenders who have committed a narcotic-related violation of parole. The ICDTP provides a 60-day in-custody component of educationally-based treatment followed by a mandatory 30-day community-based residential treatment component. The program is completed when the offender participates in an additional 60 days of community-based aftercare. A research component was built into the ICDTP to allow data to be collected, which will enable the CDCR the ability to monitor the impact the program has on recidivism.

Employment Programs –

In fiscal year 2003/04, the Department implemented a new job placement program to augment two existing employment programs. The three job-services programs were designed to provide employment services to parolees without an overlap in services and to provide efficiency in the delivery of services. The Parolee Employment Program (PEP), Employment Development Department (EDD) Parolee Job Program and the Offender Employment Continuum (OEC) all work to address the employment needs of the parolee population.

- The community-based employment services, EDD and PEP, provide employment workshops, job readiness training and job placement services. Research conducted by the CSUSM during the PPCP evaluation has shown that similar parolee employment programs have had a positive impact on reducing recidivism by as much as 11 percent.
 - PEP provided services to 3,897 parolees in Fiscal year 2005/06 and has provided employment services to 558 parolees through August 2006.
 - The EDD provides services to inmates as they approach 120 days to parole. From July 2003 through November 2005, EDD has enrolled 15,878 parolees in the Parolee Job Program, securing employment for 6,172 of the enrolled parolees. Services include a comprehensive employability readiness workshop and referrals to existing CDCR funded employment services in the community.
- The OEC program provides services to inmates as they reach 120 days from parole through a comprehensive three-week, 90-hour employability readiness workshop. It also transitions them into the workforce upon parole, providing referrals to existing CDCR funded employment services in the community. OEC currently has six 25-seat workshops operating at a monthly capacity of 150 seats. Once fully implemented, OEC will provide eight workshops with a total capacity of servicing 2,400 inmates annually.

In-prison programs have also been expanded this year, as we believe increasing parolees' options for a crime-free life are important to their reintegration into the community. In this regard, the Carpenter's Pre-Apprenticeship Program, located at Folsom State Prison and operated by the Prison Industry Authority (PIA), provides participating inmates with carpenter training on modular construction and a connection to the Carpenter's Union upon release. Inmates will obtain a pre-apprenticeship certification through Carpenter's Union Local 46 (CUL46). PIA will be incorporating the carpenter's curriculum into this program. In turn, CUL46 will admit these paroled inmates into Local 46 Carpenter's Apprenticeship Programs, which allows entrance into the CUL46 at one-step above "entry level." This program will assist inmates during their parole as well.

Additionally, vocational programs at the institutions are being expanded this year. This program expansion increases vocational programming by adding 19 new programs at eight locations throughout the state, increasing vocational education opportunities to 513 additional offenders. New programs include electrical works, refrigeration, welding, painting (2), mill and cabinet, carpentry (2), plumbing (2), auto body, auto mechanics, landscape (2), printing/graphic art, office services, building maintenance (2) and janitorial services (2). The expansion process began July 2006. All new vocational programs will be fully implemented by January 1, 2007.

Parolee Service Centers (PSCs)–

The Department currently manages 15 PSC contracts with various providers for 685 beds statewide. Of the total beds, 41 are dedicated to female parolees. Placement into a PSC is not the result of a sanction, but rather a pro-active approach to address an eligible parolee's transition back into the community. The PSC targets paroled offenders with no available resources, homeless parolees, or those seeking to make a positive change. Parolees exhibiting delinquent behavior, though not rising to the level where public safety is jeopardized, also are part of the target population of the PSC. Residential placement, employment services, counseling, substance abuse prevention, life skills training, literacy training and stress management skills are offered. This approach to addressing homeless and destitute parolees appears to have a positive impact on recidivism. San Diego State University will study the effectiveness of the PSC through an ongoing research contract with the CDCR. In September 2006, DAPO released an IFB to increase the total number of beds to 1,035. PSC was implemented April 12, 2005 and there have been 6,791 individuals served to date.

Pre-Parole Process for Securing Benefits and Community-Based Care –

Effective January 2007, CDCR will implement a new program that will facilitate application for benefits such as Social Security Income, Veteran's Benefits and Medi-Cal for those inmates who are medically, mentally or developmentally disabled, are enduring long-term illnesses, or have reached the age of 65 or older. This target population, comprised of approximately 17,000 inmates, will be screened when within 240 days of release by contracted social workers who will facilitate the inmates' applications for federal and state benefits. The social workers will also help facilitate a continuity of care for inmates in need of medical services, mental health services, skilled nursing, hospice, dialysis and other urgent health-related issues that must be addressed prior to release. The CDCR is in the process of developing Memorandums of Understanding with the Social Security Administration, Department of Health Services and Veteran's Affairs on a formal pre-release application and benefit determination process. Once the necessary resources are in place, the CDCR will be able to supply the providers with proof of eligibility for the respective benefits. This expedited process should alleviate unnecessary delay in receiving warranted benefits. Research completed by ABT Associates Inc., via a federal Department of Justice grant, indicates similar programs in New York, Texas and the City of Philadelphia have shown a positive impact on the smooth transition of the offender back into the community, thus reducing crime and recidivism.

Mental Health Services Continuum Program (MHSCP), Parole Outpatient and Mentally Ill Parolees –

The CDCR has begun the implementation of the MHSCP expansion. This expansion of the Parole Outpatient Clinic (POC) will increase the clinical services provided to approximately 17,000 mentally ill parolees who have been identified while still in prison as high risk for criminal behavior due to their mental illness. It is anticipated the expansion will be accomplished in January 2007. The expansion will require approximately 60 additional POC staff to be hired. The expansion is driven by a research-based study, completed on behalf of the CDCR by the University of California, Los Angeles' (UCLA) Integrated Substance Abuse Programs, and to be made available in November 2006, which reveals a strong positive correlation between an increase in the number of POC sessions and a reduction in the likelihood the parolee will be returned to prison. Research also reveals that enhancing retention in the MHSCP would further reduce recidivism outcomes. Approximately 17,000 of the annual paroling population receive services under this program.

Transitional Case Management Program (TCMP) HIV/AIDS –

TCMP provides pre-parole planning and post-parole support services to inmates and parolees who have been diagnosed as having Human Immunodeficiency Virus (HIV) and Acquired Immune Deficiency Syndrome (AIDS). Contracted social workers provide assistance in obtaining HIV/AIDS-related support services in the community to ensure a smooth transition to parole. These services create incentives to remain in the community rather than attempting to return to prison solely to receive medical care. Services include emergency housing, substance abuse treatment, employment assistance, food and clothing vouchers and linkage to community medical care. Approximately 1,300 parolees are expected to receive services this fiscal year.

Parole and Community Teams (PACTs) –

PACTs provide recently released parolees information about available community based programs. The PACT program establishes partnerships with local law enforcement agencies and contracted Community Resource Coordinators, who enlist the support of community service providers to form the PACT. The PACT orientation meetings are mandatory for newly released parolees in most geographical areas. PACT currently provides parolee orientations at 62 locations, in 24 parole districts. During fiscal year 2005/06, there were a total of 39,374 parolees served through PACT.

Community Based Coalition (CBC) –

The CBC, new this year, is a collaborative between the CDCR and community-based providers in Los Angeles County, Service Planning Area 6 (SPA 6). Upon complete implementation, it is projected the SPA 6 will provide residential housing, substance abuse counseling, family counseling and other essential services to approximately 500 at-risk parolees annually. Enrollment into this program can be either voluntary or as the result of staff recommendation that participation in the CBC would have a positive impact on the parolee's behavior and their adjustment. The SPA 6 has approximately 11,152 parolees. The CBC will serve approximately 500 parolees annually. It is anticipated that 250 residential and transitional beds will be available to parolees in the SPA 6.

Day Reporting Centers (DRCs) –

CDCR will provide essential services to approximately 240 at-risk parolees annually, per site, through DRCs. Currently only one site is under contract; however, CDCR is expanding this valuable program this year. An IFB for three future sites, with the possibility of additional site locations, is being considered. Services include substance abuse counseling, employment services, family counseling, life skills and residential services. Enrollment into this program can be either voluntary or as the result of staff recommendation that participation in the DRC would have a positive impact on the parolee's behavior and their adjustment. The Fresno DRC was implemented August 15, 2006. One-hundred and eleven individuals have been served to date.

Program Evaluations

The CDCR is cognizant of the importance that evaluations have on the effectiveness of programs designed to aid in the reintegration process. The Department continues to utilize available resources to evaluate program effectiveness. Performance Measures have been developed for each program and will be updated regularly.

The Office of Research was established to provide policy guidance and leadership for the Department's research programs and to administer research projects that assess the effectiveness of correctional programs and initiatives. This year, CDCR is rebuilding that organization so that it can be responsive to the shift in emphasis to evidence-based policies and

programs and the concomitant demand for program assessment, program evaluation, and performance measurement.

As part of the Department's effort to integrate principles of evidence-based practices into its programs, the CDCR Office of Research, in partnership with the Office of Adult Programs, developed an assessment instrument to be applied to existing and proposed programs. The instrument, called the California Program Assessment Process (CPAP) is a tool for determining the extent to which programs intended to change offender behaviors incorporate elements that research has shown to reduce offender recidivism. It is designed to assess five key areas: Program Model; Program Eligibility and Assessment; Program Structure; Staff Qualifications/Selection/Training; and Measurement and Evaluation.

Partnering with the Community

The LHC suggested that in order to improve the transition of parolees, the State should build strong partnerships with communities. It noted the need to partner with local law enforcement and community providers to link inmates with jobs, housing, drug treatment and other support prior to their release. The LHC report of February 2005, "Reconstructing Government: A Review of the Governor's Reorganization Plan Reforming California's Youth & Adult Correctional Agency" references "Too little focus on Reentry."

The Department agrees with both of those points. CDCR recognizes that successful reentry of offenders into the community is a shared responsibility. It is the responsibility of public safety agencies, local, state and federal governments, nonprofit organizations, community groups and faith-based organizations to create and maintain an environment that increases the connectedness a returning offender has to his or her community – a responsibility that any one single entity, on its own, cannot meet. *Public and community safety* is increased when these and other stakeholders work together to create partnerships that span from immediate offender processing and control (e.g. arrest, conviction, incarceration, release) to long-term offender change (employment, housing, family, mental health, substance abuse, criminality).

CDCR included as part of its Strategic Plan Goal Six, "Outreach and Partnerships: Seek out partnerships and develop meaningful programs and processes to promote shared responsibility for community safety". The purpose of this goal was to develop the "will" to foster the types of collaborative relationships that can positively impact public safety by improving offender outcomes in reentry.

The Department is working toward the creation of a seamless array of support for every adult and juvenile offender who desires a successful reintegration into the community following incarceration. Through the development of strategic, collaborative partnerships with stakeholders, CDCR intends to implement innovative, evidence-based programs and services that increase public safety and meets the needs of offenders returning to the community.

Current and planned actions include, but are not limited to:

1. *Reentry Master Planning* which integrates and focuses adult offender programs and services, in-prison, at pre-release planning, and during parole, toward a seamless parole reentry and causing a reduction in parolee recidivism. A Master Plan will be produced by January 2008.
2. *Reentry Collaboration with Local Jurisdictions* in the establishment and strengthening of long-term relationships with local governments and local law enforcement in shared implementation of a two-phase the Parole Reentry Partnership Initiative (PRPI). The success of reentry programs depends on the connection between California's prison system and local government that represents the communities where paroled inmates will live. Phase 1 will improve evidence-based programs and services for adult offenders in order to reduce parolee recidivism, with Phase 2 having local government leadership site new Secure Reentry

Facilities. The purpose of the Secure Reentry Facilities is to provide soon-to-be released inmates with the tools they will need to make the transition back to their former communities. Reentry facilities provide inmates the opportunity to continue in the community with the rehabilitation programs they began in prison. Types of services proposed to be available in these community facilities include: drug and alcohol treatment, behavior therapy, employment services and training, mentoring, counseling and life skills training. Similar facilities targeting offenders preparing for community reentry have found success in Baltimore, Maryland; Burlington, Vermont; Columbia, South Carolina; Kansas City, Missouri; Las Vegas, Nevada; Lowell, Massachusetts; Spokane, Washington; and the State of Illinois.

The Mayor's Office for the City of Los Angeles, the Sheriff's Office in San Diego County and the County Reentry Roundtable have been involved in discussions with CDCR representatives to develop plans for a reentry partnership. The Sheriff's Office for the County of Sacramento has expressed interest as well. In late August 2006, CDCR issued a Request for Interest (RFI) letter regarding its Reentry Partnership Initiative, which elicited numerous positive responses from key representatives from city, county and private vendors. CDCR staff will begin scheduling meetings with respondents to begin expanded discussions to develop local recidivism reduction strategies. The closing date on the RFI is September 29, 2006. By mid-October 2006 CDCR will begin making formal contacts with responding parties to attempt to establish appropriate Reentry Partnerships.

Additionally, through CDCR's participation in community events, as many as 14 local governments have informally expressed interest in becoming engaged in efforts around reentry. The Department has been actively participating in discussions or as part of reentry events in the following jurisdictions: Shasta County, Solano County, San Francisco County, San Mateo County, Los Angeles County, Orange County, Santa Barbara County and the City of Compton.

3. *SB 618 Expansion.* CDCR released the Invitation to Apply to the six counties on September 5, 2006. The responses are due November 26, 2006. The proposals will be subjected to a review and evaluation process. Any county applying for the program must be prepared to establish a SB 618 County Assessment Program within six months of selection.
4. *Expert Panel* evaluation of adult offender programs and services intended to reduce parolee recidivism. This Expert Panel will exist for a period of up to three years, depending on need, with various subject matter experts seated for specified periods of time to assist in the effective evaluation of recidivism reduction programs and services. The Expert Panel will be established in a phased basis, beginning in October 2006 and building to full panel capacity by March 2007.
5. *Support for local communities implementing reentry programs.*
 - Federal Prisoner Reentry Initiative (PRI) Demonstration Grant: On September 1, 2006 CDCR was awarded \$1.8 million by the U.S. Department of Justice (DOJ) to provide assessment and planning support for prisoners re-integrating into society. The award is in response to a call for proposals from the U.S. Department of Justice (DOJ) Prisoner Reentry Initiative (PRI). This is a companion grant to provide support to the reentry activities of four (4) local U.S. Department of Labor (DOL) grant sites (four California communities were awarded grants in November 2005: San Diego, Fresno, Oakland and Sacramento). The amount of the award is \$1.8 million over two years and is expected to serve at least 800 offenders annually. Coordination and planning efforts with local DOL grantees are currently underway. No date has been set for initiation of CDCR activities.
 - CDCR-Awarded Grants: The Department will be awarding two types of grants that will fund the design and delivery of innovative reentry programming at the local level for improved offender outcomes. The timeframes for each grant is identical, with the

estimated solicitation for each type of grant occurring in October 2006. Applications are due by December 1, 2006 and grant awards will be announced by December 21. It is anticipated that the grant contracts will be in effect by February 1, 2007.

The Intergovernmental Partnership Grant (IPG) provides \$1.35 million beginning in 2006-07 and \$2.7 million in 2007-08 to encourage local governments in establishing partnerships with community-based organizations in the design and delivery of innovative reentry programming for improved offender outcomes. The funding covers the implementation and expansion of innovative programs designed to improve recidivism and reduce victimization. These collaborative partnerships will serve to efficiently and effectively utilize resources, leverage strengths and improve offender outcomes. Grants could range from \$75,000 to \$500,000. It is anticipated that up to 900 offenders annually will be served as part of this program.

The Community-Based Reentry Initiative (CBRI) Grant Program provides \$750,000 in 2006-07 and \$1.5 million in 2007-08 to fund a pilot projects to encourage private/non-profit and public sector partners to design and build capacity for the implementation of collaborative projects around in-prison and reentry offender programs and services. The grants would be one to three years in length, and are intended to develop community capacity and to support innovative, evidence-based programming proven to contribute to recidivism reduction and improve offender programming in custody. Between three and ten grants are expected to be awarded in this pilot program serving up to 500 offenders annually.

6. *The Community Partnerships Managers Pilot* is a three-year pilot proposal that establishes Community Partnership Managers (CPM) in three locations to improve resource coordination and service delivery to offenders – both in prison and in the community. These managers will direct efforts to develop, allocate, and coordinate community resources. The managers will design and implement new and innovative programs that support inmates' rehabilitative needs. One of the three pilot sites is San Quentin. The other two are Avenal and Folsom State Prisons.

Online Service Directory

An on-line community directory identifying over 140 groups and service organizations was established in March 2005 to provide assistance to offenders and their families as they reintegrate into society.

Faith-Based Reentry

CDCR worked with Alpha for Prisons and Reentry (APR) to coordinate a first-of-its kind faith-based continuum of services for offenders preparing for reentry. This is a unique, all-volunteer initiative that supports offenders' reentry from prerelease to community integration. The reentry program would provide support groups, mentoring, job placement and housing assistance, as well as a connection with a supporting church in the community. Offenders from all faiths are eligible for program services. A pilot program was initiated in July 2006 at the California Institution for Women (CIW), and APR is discussing the possibility of expanding the program to other locations.

Obstacles to Reform/ Required Actions

CDCR is committed to the timely implementation of projects that will reduce recidivism. As such, CDCR will be working closely with a Project Management Specialist to train staff in the most effective methods for tracking program implementation. Each major program development effort begun by CDCR will be tracked by the Secretary and the CDCR senior management team. Ultimately, a single project management tool will be utilized for this purpose.

Funding

A critical link to the success of evaluation components for parolee programs is a sufficient and consistent funding stream for the programs. This ensures continuity of services during the evaluation period. Absent consistent program funding, the data collected will contain statistical anomalies that may not accurately reflect a program's value or impact on recidivism.

Some of the challenges facing CDCR in its implementation of projects involve the lack of Cost-of-Living Adjustments to contracts. For instance, the existing funding levels for RMSC beds are not sufficient to address the current market rate for other competing entities seeking to establish residential programs. Therefore, high quality contractors may not be interested in entering into RMSC contracts. This situation exists in other programs as well and requires CDCR to identify those programs and explore funding for an increase to their base.

Additionally, past funding reductions have caused reductions to several programs. One such program is the CCLC. Funding for the CLLC is in jeopardy due to decreases in funds received from the Federal government from the Workforce Investment Act (WIA). Increased costs in providing parolee transportation, and the need for updated software, also pose significant challenges to the program. Both OEC and EDD employment programs have experienced program cuts due to the lack of available WIA funding as well. CDCR will be exploring additional funding options for these programs. Additionally, due to General Fund diversions made during fiscal year 2004/05, funding for the STAR Program was reduced by \$946,562. The Department is exploring additional funding opportunities to restore the loss and facilitate an expansion of the STAR Program by seven new sites.

Infrastructure

Some of the programs or tools, such as the statewide standardized needs assessment, may have information technology implications. CDCR is investigating whether additional approval for the information technology aspects of the assessment process will be needed.

Just as the state level correctional system is experiencing a bed shortage, so is local law government. ICDTP was funded for 575 beds, but currently only has contracts with local jails for 264 beds, serving 17 counties. Twenty-four additional ICDTP beds will be added in Chula Vista effective December 2006. Negotiations continue for additional beds; however, county jail commanders and Sheriff's cite staff and bed shortages as justification for not entering into a contract with the CDCR. Community-based residential treatment beds are being explored as an option to county jail facilities. This will allow CDCR to provide program services in the Los Angeles area, where county jail beds are not available.

Siting for reentry facilities, DRCs and other programs may be problematic. Given the nature of the programs, Conditional Use Permits for the CBC may be difficult for the service providers to obtain locally. Educating the public on the program's usefulness will be an essential precursor to implementation. CDCR will continue to meet with local officials and representatives to understand their concerns, and will continue to encourage and support those interested local government and local law enforcement representatives that are interested in improving offender reentry.

Labor

Many of the new programs for this year required notification to the unions. For the most part, there should be little issue. However, CDCR has begun to determine the labor relations implications of the needs assessment process and take the necessary steps to address them, as well as issues in other programs. For example, the PPP staff process for completing the needs assessment may impact the workload of the Correctional Counselors in their completion of the Release Program Study (CDCR Form 611) and the field parole agents' completion of a risk and needs assessments on inmates prior to parole.

Process Challenges

Ongoing communication with the Court Receiver regarding medical issues may potentially impact the start date of the SB 618 site in San Diego. CDCR staff will continue to work with staff from the Receiver's Office to ensure the SB 618 program design effectively addresses the court's concerns regarding the delivery of medical services to offenders.

**RECIDIVISM REDUCTION STRATEGIES
Funding Plan
FISCAL YEAR 2006/07**

PROGRAM	SUMMARY	COSTS 2006/07 (Reported in Millions)
<i>COMMUNITY</i>		
1. SB 618 Community Partnerships (San Diego Program Implementation)	This component initiates implementation of the SB 618 "County Re-entry Program" in San Diego County. SB 618 allows for local law enforcement agencies (the Presiding Judge, District Attorney, Public Defender, local custodial agency and Chief Probation Officer) to work together to develop a multi-agency plan to prepare and enhance nonviolent felony offenders' successful reentry into the community. Pursuant to the bill, the Department will transfer the duty of preparing the risk and needs assessments for offenders from CDCR to the county probation department and courts. This component provides funding for the provision of services recommended by the court. The San Diego program multi-agency plan includes county assumption of Reception Center processing with enhanced assessments; the development of a "life plan" that provides a roadmap for offenders to gain skills and abilities, as well as Prison and Community Case Management with a "wraparound services" component. It is anticipated that an increase in continuity of services and potential savings will result from better linkage of available information between CDCR and participating counties. This is the first of three sites authorized in the legislation. Approximately 1056 offenders per year will be served annually when this project is fully operational.	\$ 3.42
<i>INSTITUTION AND STRUCTURED REENTRY</i>		
2. Inmate Education (Needs Assessment-Education)	CDCR is establishing a process by which appropriate inmate programming is based on assessed inmate needs and articulated on an Individualized Comprehensive Life Plan (ICLP). Funding will be used to develop and print the ICLP form, purchase testing materials inclusive of the Interest Determination, Exploration, and Assessment System (IDEAS) and a departmentally approved needs assessment tool.	\$ 3.10
3. Female Offender Initiative (Housing and Rehabilitation, Family Reunification,	The goal of this component is to design and implement evidence-based, gender-specific rehabilitative services, including "wrap around services" to enhance female offender programming success, and housing strategies that, based on national research, will reduce female offender recidivism, promote family reunification, lower associated future costs and break the	\$ 3.00

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PROGRAM	SUMMARY	COSTS 2006/07 (Reported in Millions)
Classification, Residential Beds, GRS Substance Abuse Treatment, Training, Program Design Consultant, Staffing)	intergenerational cycle of incarceration while increasing the safety and security of the staff, female offender and community. This initiative provides a coordinated departmental approach to managing, supervising and treating female offenders. Coordinated case management from intake through release from parole will monitor and track the female offender's programming, making adjustments as required; gender-responsive classification, policies, programs and practices will expand community assessments and placements; address the female offender's medical and mental health, substance abuse, and trauma treatment needs to treat the core reasons for criminality; and focus on reentry planning and "wrap around services will enhance the female offender's chances of successful reintegration into society while improving public safety.	
4. Community Partnerships Managers Pilot	This three-year pilot proposal establishes Community Partnership Managers (CPM) to improve resource coordination and delivery to offenders – both in prison and in the community. The CPMs will plan, organize and direct programs to develop, allocate, coordinate, and manage all community resources within and for specified correctional institutions and re-entry communities; make resource availability/priority decisions within the institution; and design and implement new and innovative programs to benefit inmates. The programs would be designed to benefit the institution and the communities to which offenders return.	\$.338
5. Estelle Transitional Program –PBSP	This project pilots an in-cell pre-release transitional program in the Security Housing Unit (SHU) at PBSP, where because of the SHU environment access to traditional programming is severely limited. It is specifically for those inmates who will parole from the SHU to their communities or will be released to the General Population. This is a closed circuit system, with no inmate access to the Internet.	\$.420
6. Right Prison/Right Mission	The "Right Prison-Right Mission" initiative describes both the intended results of placing inmates in the housing and program location appropriate to the security and medical/mental health treatment of the inmates; as well as obtaining a good match for the appropriate rehabilitative program to allow the inmate his/her best chance for success on parole/release.	\$.350

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7. In Prison Sex Offender Treatment	This funding will be used to contract with experts in Sex Offender Treatment to assess other state and federal sex offender treatment programs for efficacy; identify program-related best practices; evaluate the needs of the target population in California prisons; provide an evidence-based program design for in-prison treatment; assess CDCR institutional missions, environments and inmate populations, and provide a draft Request For Proposal (RFP) for an In-Prison Sex Offender Treatment Program.	\$.050
8. Additional Day of Visiting (Family Reunification)	Pilots one additional visiting day at 10 male institutions, one "Get on the Bus" effort/month for each female institution. It provides a Social Worker at each site to assist the family in developing strategies to deal with various issues/situations that are likely to arise upon the offender's return to the family/community and which may negatively impact his/her ability to reintegrate. This represents first step in building a service network to strengthen family reunification after incarceration. It provides a new service to the continuum. There is evidence for the positive impact of family reunification upon reintegration.	\$ 4.50
9. Vocation and Life Skill (Vocational Education and Monitoring)	This funding expands vocational programming (513 additional inmates will be served.) OCE is establishing two Industrial and Technology Education Consultant positions. These two positions will oversee the industry and technology aspects of all vocational classes to ensure they are industry appropriate, monitor and maintain appropriate data for reporting purposes on student gains and program effectiveness. They will also provide leadership in planning, developing, promoting, organizing, and directing industry and technology programs.	\$ 2.05
10. Alternative Education (Education for Enhanced Outpatient Program (EOP)) Inmates	One group that has heretofore had limited access to educational services includes inmates in the EOP. Through a new program proposed by the OCE, EOP inmates will be given the opportunity to receive Adult Basic Education in one-on-one, small group (classes of 1-5 students), or large group (up to 15 students) classes for these students.	\$ 1.23
11. Life Skill Development (Victims and Gender Response Curriculum)	<u>Gender Specific</u> CDCR is developing gender specific curriculum based on the targeted pathways of the female offender. The funding will be used to have a contractor develop and print or purchase the following curricula: Women's Conflict Anger Lifelong Management (CALM), Women's Parenting; Women's Health and Nutrition; Women's Re-Entry Resources; Women's Fitness; and Women's Substance Abuse Recovery. Currently the CALM, Parenting, and Health and Nutrition have been written and are being vetted in a pilot program at Valley State Prison for Women.	\$.285

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	<i>Victim Impact</i> The funding will purchase the curriculum for Impact of Crime on Victims from the Federal Office for Victims of Crime. Purchase will be made upon final completion of the curriculum. 324 additional inmates will be served.	
12. Peer Education –Health Matters	The Department will contract with “Centerforce” to provide healthcare information to inmates regarding AIDS, HIV, sexually transmitted diseases, and other general health related issues. Inmates will be trained as peer educators by “Centerforce” and the program will be managed by the Education Departments at the following sites: CMF, CCWF, RJD, CSP-SAC, CMC and Ironwood State Prison. (All incoming inmates at these prisons will be served.).	\$.250
13. Library Awareness (Library Book Restoration)	The Office of Correctional Education is distributing \$1,500 general library book supplemental allotments to each institution. Purchases will be directed towards fulfilling the DOM general library book collection requirements. The goal is to provide additional funding for the recreational library book collections, commensurate with the populations they serve as required by the Department Operations Manual (DOM), and then to provide ongoing funding to maintain those levels.	.\$.050
14. Recreation and Leisure (Arts and Physical Education)	This money restores the budget for inmate leisure activities, including the recreational and arts programs.	\$.561
15. Day Treatment/Behavior Modification Program (BMP)	Development of a Behavior Management Program for the mental health population (MH-BMP) using a Dialectical Behavior Therapy (DBT) approach. The funds will be used for a contract for consultation with an expert in DBT programs modified for the corrections population. Funds will also be used for staff training related to the DBT model and associated travel.	\$.025
16. Substance Abuse Program at KVSP	Adds 256 substance abuse treatment beds at the new Level IV facility, Kern Valley State Prison (KVSP). This prison is uniquely suited for substance abuse treatment of Level IV inmates due to a special structural design that will allow 256 inmates to remain within the same housing unit. These inmates will be able to exercise, be housed, and program all within the same housing unit and will remain segregated from the main population. Such a situation will allow for continuous treatment and interweaving of substance abuse education and work activities.	\$ 3.80

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<p>17. Mandatory Special Conditions of Parole (Substance Abuse Continuing Care-Aftercare)</p>	<p>This project pilots the imposition of a special condition of parole to require aftercare participation by Substance Abuse Program (SAP) graduates, thereby increasing their success on parole. Motivational interviewing will be used to mitigate expected initial increase in revocations. This proposal improves existing substance abuse treatment programming. Aftercare is voluntary in most CDCR substance abuse programs. Program evaluation research consistently demonstrates that correctional substance abuse treatment is most effective when in-prison treatment is followed by aftercare on parole. It is critical to maximize aftercare participation, in order to improve the return on the public's investment in these programs. This program will test whether a positive benefit is obtained by mandating aftercare participation. This concept increases numbers served and enhances the existing continuum.</p>	<p>\$ 2.80</p>
<p>18. Substance Abuse Expansion (Expansion of SAPs in Overcrowded SAP Institutions)</p>	<p>The number of SAP beds will be increased in three SAP units that have significant overcrowding due to population pressures. The programs are designed to maintain a therapeutic community environment in a dedicated housing unit. When non-SAP inmates are overcrowded into SAP housing units, it creates a major disruption in the treatment environment. This proposal increases treatment slots and provides services to additional inmates. It does not duplicate existing services. The program will take steps to ensure only those in need of substance abuse treatment are placed into units. This increases the numbers served by 600 inmates per year. Since aftercare is available to participants, it enhances the existing continuum of care.</p>	<p>\$ 1.60</p>
<p>19. Carpenter Pre-Apprenticeship Program</p>	<p>This program, located at Folsom State Prison and operated by the Prison Industry Authority (PIA), provides participating inmates with carpenter training on modular construction and a connection to the Carpenter's Union upon release. Inmates will obtain a pre-apprenticeship certification through Carpenter's Union Local 46(CUL46). PIA will be incorporating the carpenter's curriculum in this program under the direction of PIA. In turn, CLU46 will admit these paroled inmates to Local 46 Carpenter's Apprenticeship Programs, which allows entrance into the CUL46 at one step above "entry level".</p>	<p>\$.324</p>
<p>20. Pre-Parole Planning (Process for Securing Federal and State Benefit Entitlements and Community Based Continuity of Care)</p>	<p>This program provides for Social Workers to assist inmates in applying for Federal and State benefits prior to release; finds medical and mental health placements and services for parolees prior to their release. This provides a continuum when coupled with the in-prison Mental Health Services Delivery System.</p>	<p>\$ 2.80</p>

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21. Selected City or County Reentry Partnership Initiative (PRPI) Project	This funding creates and implements a partnership between CDCR and an interested City or County to support 100 to 300 parolees in Fiscal Year 06/07 with improved supervision and services. This project will include as key elements 1) improved offender risk and needs assessments; 2) improved case management; 3) improving wrap around services for the offender; 4) a continuity of care between custody and parole; and 5) improving collaborative partnerships between corrections, law enforcement and local community service providers. Each PRPI Project will include two Phases. Phase I is the CDCR and City/County collaborative development and implementation of improved programs, services and supervision, of parolees in the community to reduce crime and recidivism. Phase II is linked to Phase I and is the siting and construction of one or more 500-bed secure reentry facility(ies) with the City/County leading Phase II and the State providing lease/revenue bond funding to support the planning and construction of the facilities.	\$ 1.30
COMMUNITY REINTEGRATION		
22. Residential Services (RMSC, Sex Offender, Community Based Coalition)	<p><u>Residential Multi-Service Centers</u> The objective of the RMSC program is to address the needs of female parolees which will better enable success in the community living a crime and drug free lifestyle, employment status, Trauma Treatment, family relationships, discharge from parole, and recidivism. Approximately 120 additional parolees will receive service annually.</p> <p><u>Sex Offender</u> The Sex Offender residential housing program continues to be an on going concern in the community. This program will provide a statewide system to improve departmental policies related to the placement of sex offender in local communities thereby ensuring that the public safety is not compromised. (200 parolees will be served when fully operational)</p> <p><u>Community Based Coalition</u> The Community Based Coalition (CBC) is a pilot program that seeks to provide collaboration between the California Department of Corrections and Rehabilitation's Division of Adult Parole Operations (DAPO) and CBC to provide housing and supportive services for parolees in Los Angeles, specifically in Service Planning Area 6 (SPA 6) of Los Angeles County. The CBC will provide services such as housing, family and group counseling, case management services, substance abuse counseling, community outreach and referrals to partner agencies that will provide employment readiness and job placement, life skills development, treatment and recovery services, as well as assistance with transportation. It is estimated that 380 parolees annually will</p>	\$ 7.90

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	receive services through this funding.	
23. Increasing Clinical Services to Mentally Ill Parolees	This funding increases Parole Outpatient Clinic accessibility for parolees; facilitates the ability of parolees to see treatment staff timely. Increase and enhance POC clinical services, such as; increased appointment frequency, medication management/symptom management, anger management/conflict resolution, goal planning, stress management, depression group therapy, and individual therapy to parolees at high risk of criminal behavior due to their mental illness.	\$ 3.00
24. Pilot Project Grants	This program provides for a pilot projects grant program to demonstrate innovative, collaborative re-entry programming. The goal is to encourage private/non-profit and public sector partners to design and build capacity for the implementation of collaborative projects around in-prison and re-entry offender programs and services. The grants would be one to three years in length, and are intended to develop community capacity and to support innovative, evidence-based programming proven to contribute to recidivism reduction and improve offender programming in custody. Between three and ten grants are expected to be awarded in this pilot program.	\$.750
25. Inter-Governmental Partnership Grants	This program provides funding for a grants program to encourage and support local governments in establishing innovative re-entry programming for improved offender outcomes. The funding covers the implementation and expansion of innovative programs designed to improve recidivism and reduce victimization. These collaborative partnerships will serve to efficiently and effectively utilize resources, leverage strengths and improve offender outcomes. Grants may range from \$75,000 to \$250,000.	\$1.40
26. Community Partnerships Organization (Organizational Structure of the Division of Community Partnerships (DCP))	This funding provides staff support and management for DCP. The division conducts outreach and develops linkages and collaborative relationships with external stakeholders in private/non-profit and public sectors. This proposal enables CDCR to improve eroded relationships with external stakeholders, facilitate a more efficient use of limited resources toward improving recidivism and public safety; creating non-traditional linkages with churches, foundations, chambers of commerce, etc. to encourage broader participation in the re-entry continuum; and generally increase the level of collaboration in improving public safety through successful re-entry programming.	\$.575
27. San Diego Day Reporting Center	This program addresses the specific needs of parolees at risk of violating their parole. It provides a myriad of services based upon a comprehensive intake and assessment process. The services include substance abuse counseling, relapse prevention, individual, group or family counseling, vocational and employment services, job search skills and life skills training. This program will augment the services available to San Diego parolees through the SB 618 program.	\$.700

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<i>PROGRAM SUPPORT, DEVELOPMENT AND EVALUATION</i>		
Office of Research (Plans, External Collaborations, Program Evaluation, Basic and Applied research, Staff, Support Services for Program Enhancement)	The Office of Research was established to provide policy guidance and leadership for the Department's research program and to administer research projects that assess the effectiveness of correctional programs and initiatives. With the shift in emphasis to "evidence-based" policies and programs there are new demands for program assessment, program evaluation, and performance measurement at both the Adult and Juvenile levels. The growing desire to implement performance measurement systems at all levels of the organization is an activity that will greatly benefit from consultation and data assistance from the Office of Research.	\$ 3.50
28. Division of Re-Entry and recidivism Reduction (includes Project Management and Expert Feedback)	The Division of Reentry and Recidivism Reduction will create a Master Plan for Re-entry, ensure a single, comprehensive risk and needs instrument is initiated shortly after intake and is dynamically updated and make the results available whenever they are needed to inform reentry readiness efforts and other offender management decisions until discharge. The Division will provide project management staff resources to each new Adult Programs initiative, ensuring CDCR is on track with each funded project's implementation. The Division will also provide for outside expert advice to complete comprehensive evaluations of all adult prison and parole programs designed to reduce recidivism, assure that the most mature, tested concepts and innovations are implemented, assist in working through bed management / reentry preparation disharmony, and obtain objective criticism of CDCR's current programs, as well as obtain ideas to make them stronger.	\$2.74
TOTAL		\$ 52.8

**California Department of Corrections and Rehabilitation
Written Testimony to Little Hoover Commission
Juvenile Justice Reform**

Commentary

Background/Context of Farrell Lawsuit

In December 2003, as part of a taxpayer lawsuit filed by the Prison Law Office during Gray Davis administration, a series of expert reports were released which identified significant deficiencies in almost every area of the Division of Juvenile Justice (then known as the California Youth Authority). In November 2004, the State of California entered into a Consent Decree in the Farrell lawsuit. According to the terms of the Consent Decree, the State agreed to provide the court with remedial plans in the following six areas: education, medical care, mental health, disabilities, sexual behavior treatment, and general corrections.

In December 2004, leaders from the California Department of Corrections and Rehabilitation (CDCR), and the Division of Juvenile Justice (DJJ), along with the Inspector General, Special Master, and plaintiff's attorneys, began to visit other states' juvenile justice systems. The information gathered from these trips, in addition to input from California's juvenile justice and law enforcement stakeholders, convinced State leaders that effective reform of California's juvenile corrections system would require a broader approach than was originally intended in the remedial plans. As a result, the State and the plaintiffs jointly filed a Stipulated Agreement on January 31, 2005 in which the State agreed to fundamentally reform "California's juvenile system to a rehabilitative model based on a therapeutic environment." Based on this new (much broader) commitment, the plaintiff's attorneys agreed that the State would need additional time to prepare the remedial plans.

The January 2005 agreement went on to outline a schedule for the remedial plans that was staggered over the next 10 months, with the final two plans to be filed by November 2005. It was also agreed at that time to refer to the General Corrections Remedial Plan as the Safety and Welfare Remedial Plan and to incorporate the rehabilitative model into this plan. As a result, the Safety and Welfare Remedial Plan is often viewed as the foundation for the State's reform efforts, as it pertains to the core program model that will be required for every youthful offender committed to the State's jurisdiction.

The Department is extremely proud to report that as of August 2006, all six remedial plans have been filed. In addition, the final drafts of the Mental Health and Safety and Welfare remedial plans were prepared in conjunction with national experts who have, through their participation, added additional objective credibility to the Division's reform efforts.

Principles for Juvenile Justice Reform

As mentioned above, the Safety and Welfare Remedial Plan outlines the foundation for the Department's juvenile justice reforms. This plan was developed based on the following principles:

California's state juvenile corrections system will ensure protection and safety for victims, communities, staff, and youth by:

1. Providing safe, secure facilities;
2. Providing effective rehabilitative treatment to reduce recidivism;

3. Preparing youth for reentry to the community and providing opportunities to address personal, social, physical, educational and vocational needs;
4. Strengthening the juvenile justice continuum, through collaboration with stakeholders, communities, and families;
5. Implementing restorative justice practices to ensure rehabilitation includes accountability to victims, the community, and themselves; and
6. Continuously evaluating program quality, outcomes, and effectiveness.

It is important to understand that ensuring community safety refers to both immediate and long-term safety. DJJ will place youth in secure facilities that provide treatment/rehabilitation aimed at reducing risk and increasing protective factors. Long-term safety will require the development of an integrated behavior treatment model and ongoing efforts with local stakeholders to determine strategies to most efficiently and effectively protect communities and rehabilitate youth.

As indicated by the principles above, the Department is committed to moving toward a system in which interventions and treatment/rehabilitation approaches are based on best practices, “what works” and evidence-based methods that have demonstrated desired outcomes with similar populations. Toward this end, staff will be provided the training and/or skill development necessary to engage youthful offenders who are resistant to programming.

Traditionally, youth who did not “want to program” were either disciplined or left alone to “do their time”. Research around motivational interviewing and other evidence-based practices suggests that just the opposite should occur. In order to reduce recidivism, treatment should be targeted very specifically at youth who are most likely to re-offend. Treatment/rehabilitative approaches should be modified when they are failing to appropriately engage the youth. Training staff to use motivational approaches throughout the system will be key to the success of the new integrated behavior treatment model.

The cultural shift required to implement the changes outlined in DJJ's remedial plans are significant indeed and will require thoughtful implementation. As opposed to simply mandating changes through policy or regulation, DJJ is committed to transforming the culture of its facilities and system. As we move toward applying a strength-based model with youth, we must simultaneously develop and implement strategies for organizational change.

Measuring Performance

DJJ has committed, in its Safety and Welfare Remedial Plan to implementing Performance-based Standards (PbS), a nationally recognized system of measuring and monitoring key performance outcomes. Thirty-one states now use PbS in their state, county, and/or local level juvenile justice facilities. PbS consists of defined goals, standards, expected practices and processes, and outcome measures all designed specifically to measure and improve programs focused on the rehabilitation of juvenile offenders. PbS includes 105 specific performance measures in the following areas: safety, order, security, health/mental health, programming, justice, and reintegration.

The DJJ is contracting with CJCA to implement PbS in all of its facilities beginning this fiscal year. DJJ will begin the data collection/entry period in November 2006, which is designed to establish our baseline data on all PbS outcome measures, including those specifically included in the Safety and Welfare and other remedial plans. PbS will then generate specific site reports during the month of December 2006, which, after review and analysis, will be the basis for the development of Facility Improvement Plans (FIP). The plans will be reviewed by DJJ Administration and become one of the major systems utilized to focus on the continuous improvement of reform measures.

As a panel of national experts noted in the April 2006 review of DJJ's Safety and Welfare Remedial Plan, the scope of DJJ's reforms will take "great effort, money, and lots of time." They went on to point out: "We know of no other state that has undertaken such major reform that has finished in as short a time (four years) as DJJ proposes. Failure by DJJ to meet a deadline now and then should not be interpreted as failure to reform."

While DJJ expects to track these outcome measures over the next year, significant improvement is not anticipated until later years. Most of this first year will be spent building the capacity for these changes.

Progress

Implementation Timeframes

Given the broad scope of the Farrell reforms, it will take a minimum of four years to implement the remedial plans, particularly the Safety and Welfare Remedial Plan, which is the most comprehensive and overarching of the six plans.

Originally, DJJ had proposed to phase in implementation at approximately 20 living units per year. These living units were to be spread out at different facilities across the state. Based on input during the Budget Subcommittee Hearings last year, DJJ agreed to concentrate implementation at one facility at a time. As a result, DJJ has modified its implementation schedule to reflect this commitment. By the end of the first fiscal year (i.e., by June 30, 2007) DJJ will complete the conversion of N.A. Chaderjian to a Specialized Treatment Facility and Herman G. Stark to the first "reformed" Core Treatment Facility. In addition, there are certain components, for example, Conflict Resolution Teams, Performance-based Standards, Volunteer/Incentive Coordinators, and certain types of staff training, etc., that will be implemented as soon as possible across the state.

As indicated above, as of September 2006, the Department has filed all six of the remedial plans as required by the Farrell lawsuit. A brief overview of each of these plans, along with an indication of their progress to date is provided below.

Safety and Welfare Remedial Plan

The Safety and Welfare Remedial Plan was filed in July 2006. As part of this plan, DJJ agreed to the following key components, among many others:

- Develop the capacity and organizational structure necessary to implement the reform plans, including key program, policy, transition, compliance, and training positions.
- Develop an Integrated Behavior Treatment Model (referred to as the Core Treatment Program in the Safety and Welfare Remedial Plan) in conjunction with national experts based on evidence-based principles and the criminogenic needs of DJJ's population. This new model will eliminate the concept of "general population" and ensure that every youthful offender committed to DJJ is provided the opportunity for the rehabilitative treatment necessary to reduce his/her risk to re-offend.
- Phase-in the implementation of the new model one facility at a time over the next four years.
- Develop a system for quality assurance to ensure that new programs and policies are implemented with integrity to the model.

- Reduce living unit size on “core program” units in existing facilities to no more than 36-38 (Current facilities have units with over 60-80 youth). New facility design/construction will reduce size to 16-25.
- Provide for gender-specific services, including issuing a Request for Proposals (RFP) to contract for secure residential services outside of DJJ’s facilities for female offenders.
- Enhance staffing coverage and modify duty statements, as necessary, for core treatment and behavior treatment programs to ensure a safe environment and promote a “normative culture” with restorative justice principles.
- Separate high-risk and low-risk offenders using objective classification criteria.
- Implement a risk needs assessment tool to assist in the development of individualized treatment plans based on the criminogenic needs related to each youth’s risk to re-offend.
- Establish case manager positions to facilitate treatment team involvement and oversee each youth’s individual rehabilitative treatment progress.
- Reinstate the community assessment reports and ensure that reentry planning is incorporated into youthful offenders' individual plans from the time of arrival at DJJ.
- Improve and promote family involvement in the youth’s rehabilitative treatment process.
- Modify the “time add” and “program credit” policies to expand graduated sanctions and ensure that positive incentives significantly exceed negative incentives.
- Implement crisis management training for staff at every facility.
- Implement a pilot program to monitor the use of chemical agents.
- Create Violence Reduction Committees at each facility.
- Work with national experts to develop strategies to safely integrate gang and racial groups.
- Establish dedicated positions to address the needs of victims and to ensure that victim impact is included in youthful offender programming in order to support a restorative justice model.
- Assess and improve the management information system, as necessary, to support and sustain all of the remedial plans.
- Provide intensive and continuous staff training, support and monitoring.
- Record, track, and report performance and outcome measures using nationally recognized measures.
- Develop a DJJ Facilities Master plan to address the long-term need to replace DJJ’s existing facilities. In the meantime, make structural modifications and renovations to improve the existing capacity to provide the required programming.

- Work with juvenile justice stakeholders to develop a statewide Juvenile Justice Operational Master plan.

As of October 2006, DJJ has accomplished the following:

- Changes over the past year at N.A. Chaderjian have demonstrated that reduction in living unit size can significantly reduce levels of violence. In August 2005, intake was stopped at N.A. Chaderjian, with the exception of certain special needs youth. As a result, the living unit sizes at that facility dropped from close to 50 to under 30 in most cases. Data from the five months prior to the population reduction (e.g., April – August 2005) compared to the same five month period this year (e.g., April – August 2006) shows that the rate of group disturbances decreased by over 70 percent; the rate of youth on youth batteries decreased almost 20 percent; and the rate of youth assaults on staff decreased 80 percent. Further, there have not been any administrative lockdowns or limited programs in 2006. Additionally, the student attendance rate at school increased by approximately 50 percent over this period. In August 2006, almost 200 youth participated in a Career and Transitional Resource Fair where 27 outside vendors were available to present information about career and transitional resources in the community.
- The average length of stay in temporary detention across the state has decreased from 14 days in 2000, to 3 days during the first six months of 2006, representing a decrease of almost 80 percent.
- The average length of stay in special management programs (restricted programs for youth with behavioral problems) has decreased by more than 80 percent, from over 200 days in 2000 down to 38 days as of June 2006.
- DJJ has eliminated the use of room and bed restriction as a disciplinary disposition.
- DJJ secured over \$7 million in federal funds to begin implementation of the reform plans, in particular the development of modular space to accommodate the additional need for education and treatment space at existing facilities and the hiring of subject matter experts to assist in program and organizational development.
- DJJ issued a Request for Information to determine the interest and capacity in serving female offenders committed to DJJ in secure placements outside of DJJ's facilities. Over 20 responses were received indicating significant interest by public and private providers. As a result, DJJ is preparing a RFP to be issued before June 2007.
- The Budget Act of 2006 included over \$40 million to begin implementation of the Safety and Welfare Remedial Plan.
- A Farrell Project Director has been hired.
 - Implementation Teams have been established at every facility. In August 2006, these teams were brought together for the first time to begin planning and training for statewide implementation of reform efforts.
 - DJJ contracted with Chico State University to develop a training needs assessment to identify all of the training needs related to the Farrell remedial plans. These needs are

now being prioritized so that the most critical training can begin during the current fiscal year.

- DJJ was successful in obtaining \$3 million in General Funds to develop a Facility Master plan and the schematic design for the first new prototypical facility.
- DJJ established the California Juvenile Justice Accountability Project in partnership with the Youth Law Center and juvenile justice stakeholders from across the state to develop statewide outcome measures.
- DJJ's relationship with the courts, Legislature, and stakeholders has improved significantly.

Mental Health Remedial Plan

The Mental Health Remedial Plan was filed in August 2006. As part of this plan, DJJ agreed to the following key components, among many others:

- Reduce the living unit size for residential mental health treatment units to 24 or 16, depending on the type of unit, by June 30, 2008.
- Enhance staffing for residential mental health treatment units, as necessary, with a focus on utilizing new classifications and licensed mental health professionals.
- Work with national experts to review and revise the levels of care and to adjust capacity as necessary.
- Phase-in one additional mental health program before June 2007.
- Begin administering the Voiced Diagnostic Interview Schedule for Children (V-DISC) on all youth upon admission to the reception centers by July 2007. If the V-DISC cannot be validated for youth older than 18, a screening instrument validated for this age group will be used in its place.
- Improve services to youth on suicide watch and those requiring acute care to national standards, with the availability of direct, one-to-one supervision to decrease isolation and assist in safe reintegration.
- Provide training for all staff on residential mental health treatment units.

As of October 2006, DJJ has accomplished the following:

- The current youth census on 9 out of the 11 residential mental health treatment units is already at 30 or less. Three of the 11 units are already in compliance with the June 2008 census reduction commitments.
- DJJ has prepared a contract, which is nearing approval, to fund the V-DISC project in collaboration with Columbia University.
- The Budget Act of 2006 included over 130 positions to implement the Mental Health Remedial Plan.

- A few key positions have already been filled. DJJ is aggressively pursuing other candidates to fill the additional positions.

Health Care Service Remedial Plan

The Health Care Services Remedial Plan was filed in February 2006. As part of this plan, DJJ agreed to the following key components, among many others:

- Centralize state medical leadership in order to establish health care policy, implement, and monitor health services at all facilities, and supervise health services staff, which includes hiring, firing, and progressive disciplinary action if necessary.
- Develop standardized policies and procedures to address the needs of youth and conform to acceptable national standards of medical and nursing care.
- Enhance medical and nursing staff as necessary to meet the objectives and standards identified above.
- Develop a system of auditing staff performance against the new policies and procedures.
- Establish a program that fosters linkages to university-based programs, public health agencies, and other youth facilities to which youth may be transferred or from which they may be accepted.
- Ensure pay parity with staff assigned to adult health care operations.

As of October 2006, DJJ has accomplished the following:

- DJJ has filled the following key leadership positions: Medical Director; Health Care Administrator; Chief Psychiatrist; Director of Nursing; Chief Psychologist, Northern Region; and Nurse Consultant, Program Review.
- The Budget Act of 2006 included over 100 new positions in the facilities to implement the Health Care Remedial Plan. These new staff positions are currently in the process of being advertised and filled.
- Thirty-two of the most critical policies have been developed and reviewed by the court experts. As of September 2006, 26 of these policies have been approved. The remaining policies are either being rewritten or are expected to be approved shortly. Local implementation policy templates are being written and sent to each facility. All local policies are expected to be submitted by early January 2007.

The Correctional Treatment Center (CTC) at Herman G. Stark was approved for a provisional CTC license in January 2006.

- DJJ has begun designing the training mechanism to ensure that all health care staff receives training on the essential policies.
- Non-primary care physicians received training on chronic care management in May 2006.
- Key medical and dental vacancies are being filled and/or schedules are being adjusted to ensure appropriate daily coverage.

- Headquarters is now receiving Monthly Drug Cost review information from each facility. This review includes cost by class, and provides a cost per youth by facility and cost per youth statewide analysis.
- DJJ has begun tracking youth medical grievances at headquarters.

Education Remedial Plan

The Education Remedial Plan was filed in March 2005. As part of this plan, DJJ agreed to the following key components, among many others:

- Increase teacher/student ratios to 1:12 for general education students, 1:10 for special day class and special program students, and 1:5 for restricted program students.
- Realign teaching staff to ensure that they are teaching within their designated credentialed area(s).
- Ensure that teachers document accommodations and/or modifications to the core curriculum as necessary to provide equal access to the curriculum for every student.
- Improve student access and attendance, which was as low as 37% in some cases.
- Complete Core Academic Curriculum Guides.
- Implement Distance Learning at each site.
- Implement Reading/Language Arts curriculum.
- Implement a Student/Ward Accountability Tracking (SWAT) system.
- Develop and implement an annual academic calendar.
- Update and standardize assessment practices and products for cognitive and learning disabilities at the reception center clinics.
- Approve a Special Education Policy Manual.
- Conduct department wide training for those working in restricted settings, e.g. living units for youth with behavior problems.
- Implement a structured positive behavior management system.

As of October 2006, DJJ has accomplished the following:

- The Budget Act of 2005 included significant resources for education, including 149 teaching and 58 support positions. Due to population adjustments, the allocation of positions is continually modified, but due to DJJ's success in obtaining an increase in compensation for teachers (making compensation comparable to local county offices of education) and intensive recruitment efforts, As of September 2006, there were only 11 vacancies for 311.9 teaching positions. Historically, DJJ has had significant trouble filling teaching vacancies.

- Class closures due to “no substitute teacher available” had decreased significantly. Last July, seven of eight schools reported class closure rates of over 50 percent. By May and June of this year, all eight schools reported class closure rates of 22% or lower.
- The survey of credentialed staff was completed at each site and the necessary realignment of teachers was completed.
- A tracking tool, Student Ward Attendance Tracking, has been implemented to identify students not attending school and the reasons. The Superintendents and Principals are charged to develop solutions to reduce attendance issues.
- Portable modular buildings are being designed for additional educational space at four school sites.
- All curriculum guides have been aligned with the California State Department of Education’s content standards.
- In April 2006, the annual 220-day academic calendar was developed and approved. Implementation of the calendar began in August 2006.
- In March and April 2006, Transfer of Knowledge (TOK) workshops on Special Education, Mental Health, and Transitional Programs were held for treatment, security, education, and parole staff.
- Safety training was provided for all teachers in August 2006.
- Each school now has a transition coordinator who is responsible for planning the reentry process for students at their site. Transition classes were implemented in July 2006.
- Individualized Education Program (IEP) educational benefit exercises were completed at each site in July 2005.
- Between April and August 2005, each school faculty completed the Student Consultation Team (SCT) training.
- By June 2005, distance-learning equipment was placed at each site.
- By June 2005, the English Language Arts/Reading curriculum had been implemented at each school site.
- Assessment practices for cognitive and learning disabilities were standardized in all three clinics in August 2005.
- The special education policies and procedures have been completed, and education staff has been trained.
- By December 2005, all core academic curriculum guides were completed and available on the intranet.

- School Administrators have begun reporting assessment completion rates for special education students, as well as other data, to the Superintendent of Education on a monthly basis.

Sex Behavior Treatment Remedial Plan

The Sex Behavior Treatment Remedial Plan was filed in May 2005. As part of this plan, DJJ agreed to the following key components, among many others:

- Develop a task force to review and make recommendations to the court expert regarding plans for the Sexual Behavior Treatment Program (SBTP).
- Hire additional clinical staff for the residential and “outpatient” Sexual Behavior Treatment Programs. Note: Outpatient services refer to institutional programs provided by DJJ on living units other than those specifically designated for Sex Behavior Treatment.
- Establish a research component for the new programs.
- Implement a new assessment tool.
- Provide annual training for staff working in Sexual Behavior Treatment Programs.
- Modify policies and procedures as necessary for a new Sexual Behavior Treatment Program curriculum.

As of October 2006, DJJ has accomplished the following:

- The SBTP Task Force was created and started meeting quarterly on July 1, 2006. The Task Force has developed a plan to complete a new curriculum for the treatment of juvenile sexual offenders.
- A research specialist has been hired to begin developing the research component of our programs.
- After completing a nationwide search, an assessment tool has been identified for use with the DJJ juvenile sex offenders. DJJ is currently processing a contract to train DJJ clinical staff on the use of this assessment tool. The training is scheduled to occur in the Spring 2007 and the implementation of the assessment tool is to take place soon thereafter.
- Staff is beginning to attend nationally approved sex offender trainings.

Wards with Disabilities Remedial Plan

The Wards with Disabilities Remedial Plan was filed in May 2005. As part of this plan, DJJ agreed to the following key components, among many others:

- Ensure that disabled youth have access equal to non-disabled youth in all levels of care within the youth correctional system and in all programs, services, and activities (including education, training, and treatment). Programs, services, and activities shall be offered in the least restrictive environment, with or without accommodations and in an

integrated setting, unless separate or different measures are necessary for equal opportunity.

- Make reasonable modifications in policies, practices, procedures, and programs, unless it is demonstrated that modifications would fundamentally alter the nature of programs, services, and activities.
- Not exclude youth with disabilities from programs, services, and activities because of architectural or programmatic barriers.
- Assure the elimination of discrimination against individuals with disabilities and ensure that the constitutional rights of youth are met. Provide clear, strong, consistent, enforceable standards addressing discrimination against individuals with disabilities.
- Provide assistive devices, services, or other accommodations to wards with disabilities.
- Screen all youth at the reception centers, and as indicated throughout their stay in the Department, to determine whether they have a developmental disability, which may make them eligible under criteria set forth in the Americans with Disabilities Act (ADA) and/or may make them eligible to receive services from a regional center.
- DJJ will create a tracking system within the Ward Information Network (WIN) that identifies youth with disabilities and that can track ADA Compliance.
- Hire coordinators at each facility and headquarters.
- Provide training to staff.
- Complete a policy on Wards with Disabilities Program.

As of October 2006, DJJ has accomplished the following:

- The Wards with Disability Program policy has been completed.
- A notice of ADA Rights form has been created.
- Youth are informed of their rights.
- Five of eight facilities have one wheelchair accessible room with a shower in close proximity. The other three remaining facilities will be completed by October 2006.
- Disability vans have been purchased for transportation. The estimated to arrival is January 2007.
- Compliance Audits are being conducted quarterly with the court expert.
- Wards with Disabilities Program Coordinators at each facility review Disciplinary Decision Making System (DDMS), Level 3s, and grievances.
- Each facility has purchased auxiliary aids and services, as required.

- Staff assistants have been selected at each facility. Staff assistants are used to help qualified WDP wards effectively communicate and understand.
- Closed-caption televisions are at each facility.
- Contract for sign-language interpreters has been established at each facility.
- Headquarters is being notified any time a youth with disabilities is put in temporary detention or restrictive housing.
- Attorneys are assigned for all WDP wards with a reading score of 4th grade level or below, Comprehensive Adult Student Assessment System (CASAS) score of 215 or below, or qualifying WDP for assistance at all hearings before the board (including second level DDMS appeals).
- Screening is being conducted through medical, mental health, and education.
- A monthly report of WDP population is generated from each facility.
- All WDP required positions have been filled.

Obstacles to Reform/Required Actions

While the accomplishments listed above are significant indeed, the challenges faced by a reform of this magnitude are truly significant. In general, DJJ's primary obstacles can be summarized as follows:

- Difficulty in recruitment and hiring
- Establishing and maintaining the infrastructure for reform
- Cultural change, particularly transitioning to an integrated treatment and management model

Difficulty in Recruitment and Hiring

DJJ and CDCR have experienced difficulty over the years recruiting and hiring for professional vacancies (medical and teaching positions). More recently, difficulty obtaining and training peace officer candidates have also occurred. The hundreds (over 1,000 with full implementation) of positions created by the Farrell reforms will further exacerbate this problem within DJJ until the May recruitment and hiring efforts that are underway have time to produce qualified candidates.

The challenge to recruiting non-peace officer positions, e.g. clerical, teachers, clinical, etc. has tended to result from the lack of competitive salaries, particularly given the challenging working environment of a correctional facility. For example, because of focused recruitment efforts conducted Spring 2006 as well as salary adjustments, teacher vacancies were filled. The same drop in vacancy rates for registered nurses was also seen, again because of increased pay and focused recruitment efforts.

The challenges to recruiting peace-officer positions are less related to compensation and more likely to be a result of a lengthy and rigorous pre-employment process. Numerous efforts have been made to streamline the selection process. More efforts are underway, however, the current academy schedule is insufficient to fill the vacancies created by Farrell. The schedule will

need to be augmented in order to produce the required number of peace officers. It should be noted that law enforcement agencies throughout the state experience similar problems obtaining sufficient numbers of qualified peace officer candidates.

Establishing and Maintaining the Infrastructure for Reform

In order to successfully implement and sustain its reform efforts, DJJ must enhance its current infrastructure and capacity for change. Until the reorganization of DJJ earlier this year, the Division did not have a position for Director of Juvenile Programs. One might argue that this gap contributed to the loss of a rehabilitative focus within DJJ/CYA over the years. In addition to a need for an infrastructure dedicated to juvenile programs, as the Safety and Welfare remedial plan indicates:

“Five critical elements have significantly limited the division’s ability to effect change in the past. These are:

- *Insufficient management resources in the central office and at facilities;*
- *Lack of clarity and consistency in agency policies and procedures;*
- *An inadequate system for holding staff accountable at all levels;*
- *An inadequate management information system for providing managers with useful data;*
- *Inadequate training, particularly in regard to juvenile standards of care and practice.”*

While DJJ has incorporated these elements into its reform plans, it will take time to fill positions with the appropriate individuals and to establish systems that address these deficiencies, some of which have existed for decades.

Cultural Change

The cultural change and organizational shift inherent in DJJ's reform plans should not be understated. These reforms will require significant changes in attitude and practice at every level of the organization. The underlying premise of DJJ's proposed Integrated Behavior Treatment Model is that every aspect of DJJ will work together, which requires a level of coordination and cooperation that is very different from the traditional top-down hierarchy the organization has used in the past. Roles will change and new partnerships will become essential.

One of the initial challenges DJJ will face will be the incorporation of parole into the Integrated Behavior Treatment Model. Because parole services were not identified in the Farrell lawsuit, they were not specifically addressed in any of the remedial plans. However, as the Safety and Welfare Remedial Plan clearly articulates, reentry planning must begin the moment a youth is committed to DJJ. This will require a different type of partnership between facility and parole staff than has been expected historically.

Overall

Based on the timeframes developed for the Safety and Welfare Remedial Plan, DJJ will be able to enhance staffing and reduce living unit sizes in all existing facilities within the next four years. These changes, along with other critical elements of the remedial plans, are intended to address

the most pressing deficiencies identified in the Farrell lawsuit, e.g. reducing violence, improving educational services, improving access for youth with disabilities, etc. However, the ultimate goal of DJJ's reform efforts includes improving rehabilitative outcomes and strengthening the entire juvenile justice continuum. These changes will require the development of a new Integrated Behavior Treatment Model and ongoing collaboration with other juvenile justice stakeholders. While similar changes have taken other states up to 10 years to accomplish, DJJ believes that by building upon what other states have already learned and capitalizing on the momentum for reform in California, we can expedite this process here. That said, success will only occur with persistence and a stable commitment to these reforms.

**California Department of Corrections and Rehabilitation
Written Testimony to Little Hoover Commission
Gender Responsive Program Accomplishments
for Female Offenders**

Commentary

The California Department of Corrections and Rehabilitation (CDCR), Female Offender Programs and Services, has continued to move aggressively forward in its efforts to improve female offender programming and outcomes based on empirical data, and best practices in the field of women's incarceration. Female offender reform efforts have paid high dividends in 2006 with the elimination of cross-gender pat searches, a revised gender responsive policy related to pregnant female offenders that complies with AB 478 law, and the development of a comprehensive revision to female property policies and modifications in the usage. A panel of national experts in female offender reform has been assembled to assist the Department in developing gender responsive programs to evaluate the Department's classification system for gender responsive issues, implement a 20-bed Bonding Mother with Babies program at the California Institution for Women (CIW) for pregnant female offenders to bond with their infants and learn parenting skills, implement a mother-child visitation program and mediated visits at CIW, address drug and trauma treatment for females, study female offender victimization, provide gender responsive training for female prison staff, and provide monthly bus transportation to the Central Valley women's prisons for female offender's child and their families. Awareness and education of gender responsive issues relative to policy and procedures were heightened with the multi-divisional training of executive level staff and the training of management staff at all women's prisons in the gender responsive principles, strategies and safer prisons for women as it relates to the Prison Rape Elimination Act (PREA).

The core of the CDCR's approach emphasizes community placement for non-serious, non-violent offenders with the goal of a seamless system of services that ensures continuity between institutional and community-based programming. The Department has developed a phased housing plan to shift 4,500 non-serious, non-violent female offenders to community-based, smaller facilities. A Request for Proposal (RFP) for the 4,500 bed facilities, to be located throughout the State, was issued in June 2006 with bids due in November 2006. National research has shown that female offenders are more successful in community-based therapeutic programs than in a prison environment. Incarcerating women convicted of non-serious, non-violent crimes in state prison diminishes the chances of their chronic problems being addressed and limits their ability for change.

The positive progress of the Female Offender Reform initiative is beginning to gain National recognition. The CDCR has been contacted by Oklahoma and Nevada requesting meeting to discuss the Department's female offender reform program and on-site tours of the Family Foundation Program (FFP). In particular, both states have indicated that they will utilize the Department's female offender core principal values in their Female Offender Reform efforts, choosing the CDCR's Bonding Mothers with Babies nursery program over similar programs across the country. Additionally, the State of Washington is replicating California's "Get On the Bus" program which provides free transportation for the children of incarcerated females, and their families or guardians.

The CDCR is committed to the Female Offender reform effort. The Department believes the positive progress that has been made in this reform effort demonstrates that commitment and

puts the CDCR well on its way to satisfying the challenges of developing and implementing policies, programs and procedures that foster personal growth, accountability, self-reliance, education, life skills and family and community relationships. By providing female offenders with the skills necessary to break the pattern of criminal activity, the Department is improving the female offender's chances of successful reintegration into society and helping to break the intergenerational cycle of incarceration.

Progress

In February 2005, the Department established a Gender-Responsive Strategies Commission (GRSC) as an Advisory Committee to assess and make recommendations on proposed strategies, policies, and plans specific to women offenders. These gender-responsive strategies will emphasize the implementation of Evidence-based policies, programs, and procedures that foster personal growth accountability, self-reliance, education, life skills, workplace skills, and the maintenance of family and community relationships to lead to successful societal reintegration. The Commission is comprised of representatives of community, state, local, legislative, and labor organizations; ex-felons; staff representing the various disciplines within the Department and nationally recognized researchers in the field of female incarceration. Commission meetings are held bi-monthly.

In March 2005, the Department adopted the recommendations of the Little Hoover Commission (LHC), SR 33, AB 90, and the Guiding Principles of Gender Reform contained in the National Institute of Corrections (NIC) report prepared by Bloom, Owen and Covington and published by the NIC.

In April 2005, the Department developed strategies specific to female offenders that have been incorporated in the CDCR Strategic Plan Goal 5.3.6. These strategies are based both on the data profile of women offenders and a vision for reducing recidivism by targeting women's pathways to prison.

On May 26, 2005, the Department completed the revision of regulations to establish evidence-based, gender-appropriate pat search practices (eliminated body searches of clothed female inmates by male staff). This was based on studies conducted by the Bureau of Justice which found that more than 57 percent of incarcerated women have been sexually or physically abused at some time in their lives, and on case law that established that body searches of previously-victimized female offenders by male staff contribute to re-traumatization.

In June 2005, the Department delivered training to Wardens and institutional executive leadership relative to the management of female offenders. Staff attended training provided by the National Institute of Corrections including "Developing an Agency wide Approach to Women Offenders and Operational Practice in Women's Prisons".

In July 2005, the Department reorganized into a mission-based structure with consolidation of all female operations, including camps and female community correctional facilities, under one Associate Director. This reorganization provides focused leadership to evaluate and incorporate gender-appropriate concepts into its women offender operations and programs.

In July 2005, the Department contracted with Barbara Bloom, Ph.D., and Barbara Owen, Ph.D., nationally recognized experts, to collaborate with the Department and the Commission to design correctional policies, programs and housing strategies that reflect gender distinctions and address women's issues while maintaining safety and security.

In August 2005, the Department established mechanisms to capture previously-unavailable statistics relative to the female offender population, e.g., number of female offenders eligible for community correctional facility placement that is crucial to the implementation of housing and classification goals.

In October 2005, the CDCR Executive Staff from Adult Operations and Juvenile Justice attended the National Institute of Corrections' training "Clearing a Path for Girls and Women-A Call to Action" in Bloomington, Minnesota.

In December 2005, The Department submitted a comprehensive Female Offender Reform Program Budget Change Proposal for Fiscal Year 2006/07 which has been approved as part of the Fiscal Year 2006/07 Budget Act.

On January 2006, the National Institute of Corrections provided executive-level training on gender responsive operational policies and practices. The training was taught by national experts in the field of female incarceration. This training was provided to multi-divisional executive level staff that impacts the development of female offender policies.

In January 2006, the Department developed a phased housing plan to shift 4,500 Level I and II Female offenders to community-based, smaller facilities. This will be complimented by the provision of "wrap around" services including pre-release planning, gender-specific health care, education, vocation and work programs, as well as substance abuse and trauma treatment. As previously mentioned, this shift will also provide significant relief for critical housing pressures within the Department.

In March/April 2006, the Department trained the management of all four female prisons on Gender Responsive principles, strategies and safer prisons for women as related to the Prison Rape Elimination Act (PREA).

In March 2006, the Department began the process of reviewing all custody positions in female institutions to identify those in which gender as a bonified occupational qualification based on assignment and location.

In April 2006, the Department developed procedures, received endorsement authority, and implemented a drug treatment orientation pilot program for female offenders to increase the number of women eligible for Community Drug Treatment Furlough program participation. Also in April 2006 the Department trained institutional classification and parole representatives.

In April 2006, the acting Associate Director of the Female Offender Programs and Services was appointed to the position.

In June 2006, the Department determined site placement of a psychiatric services unit at California Institution for Women (CIW). Estimated activation of the first phase is January 2007.

In June 2006, the Department issued a revised gender responsive departmental policy related to pregnant female offenders that complies with the newly enacted AB 478 law which became effective January 1, 2006.

In July 2006, the Department developed a comprehensive proposed revision to female property policies which were approved in September 2006

In July 2006, the Department released a Request for Proposal (RFP) for the 4,500 bed Female Rehabilitative Community Correctional Centers.

In August 2006, the Department contracted with Barbara Bloom, Sonoma State University, to design and develop a blueprint for a continuum of community-based correctional programs and services for women offenders (and their children) from intake to parole and to provide wrap-around services upon parole.

In August 2006, the Department contracted with Barbara Owen, California State University, Fresno Foundation, to research, develop and disseminate information relative to two aspects of operational practice in line with the Master Plan for Female Offenders; training and education staff about gender-responsive practices and appropriate ways of working with female offenders, and addressing sexual violence/victimization among female offenders.

In August 2006, the Department held a Mandatory Bidders Conference for the 4,500 bed Female Rehabilitative Community Correctional Centers with approximately 74 potential bidders, representing approximately 48 organizations, attending.

In August 2006, the Department contracted with Pat VanVoorhis, University of Cincinnati, to examine the Department's current classification system against concerns for validity, over-classification and assessment of risk/needs relevant to correctional rehabilitation with a special focus on gender-responsiveness.

In August 2006, the Department contracted with national expert, Stephanie Covington, to review the existing network of women offender substance abuse programs to determine if they are gender responsive and trauma informed. Scope of Work will include providing recommended program enhancements and a tool to complete on-site evaluation of all programs.

In August 2006, the Department released a Request for Information (RFI) for monthly bus transportation services for the female offender's children, and their families, incarcerated in the Central Valley women's prisons.

In August 2006, the Department activated a licensed 18 bed Correctional Treatment Center for Women at CIW.

In September 2006, the Department received approval to make the pilot drug treatment orientation program for female offenders permanent.

In September 2006, the Department received contract approval to implement the Bonding Mother with Babies for 20 female offenders and their babies which will allow pregnant female offenders to bond and care for their child for an extended period, in a specialized unit within the institutional setting and the parent/child visitation program which will work to build and strengthen systems of family support and family involvement during the period of a mother's incarceration. Both programs will be located at the CIW.

In October 2006, the State of Oklahoma Corrections officials toured our San Diego Family Foundations Program. They are interested in replicating our current Baby Nursery project at CIW. They are also going to follow California's model and re-organize all the female offender programs under one Deputy or Associate director. Additionally, they are also using the theories and programs that California has developed to help base their reform initiatives on. Their Legislature indicated support of their approach after learning that California is developing the model.

The State of Nevada Corrections officials are scheduled to tour the San Diego Family Foundations Program on October 9, 2006. They are also interested in replicating our current

Baby Nursery project that is underway. They are also going to follow California's model and re-organize all the female offender programs under one Deputy or Associate Director. Additionally, they are also using the theories and programs that California has developed to help base their reform initiatives on. Their Legislature has indicated support, as well, of their approach after learning that California is developing the model.

Obstacles to Reform/ Required Actions

The Department will seek approval for the 4500 Female Rehabilitative Community Correctional Center Beds. The Female Offender Program and Services unit is a new unit with limited staffing. Work continues on the Female Reform efforts with staff that are currently assigned institutional responsibilities and two Retired Annuitants whose primary duties were to include policy and procedures for the Residential Multi-Service Centers. These duties have been put on hold due to the Retired Annuitants reassignment to work on the 4,500 beds and associated contracts. Additionally, timely contract review and processing has been negatively impacted by the number of vacancies and limited seasoned staff in Contracts.

The Department will seek approval of the 4,500 bed Female Rehabilitative Community Correctional Center contract authority to enable the Department to enter into a contractual relationship with providers for the community-based beds and required therapeutic programs. The Department will also seek approval of operational funding and permanent position authority for this project.

Critical to the success of the activation of the community based beds is the establishment of a medical, dental and mental health model which must be approved by the Receiver, the Court Master and the Perez Settlement.

Sufficient funding is requested to purchase, site and renovate modular buildings for key reform efforts i.e. Parent-Child Visitation, Substance Abuse and Psychiatric Services Unit programs. Preliminary estimates by Prison Industry Authority indicate costs to ensure that each modular meets programmatic needs are more than approved.

Funding for Drug Treatment Furlough beds is needed for proposed increased capacity to allow civil addicts to begin treatment.

An additional 18 positions are needed as soon as November 2006 to provide the staffing for the development of the gender responsive policies, procedures and operational practices critical to the Female Offender reform efforts.