

Reorganization of the Youth and Adult Correctional Agency (YACA)

Presentation to the Little Hoover Commission (LHC)
January 27, 2005



“The pioneers of management a century ago were right. **Organizational Structure is needed.** But the pioneers were wrong in their assumption that there is – or should be – one right organization. . . .

Management needs to learn to look for, to develop, to test **The organization that fits the task.**”

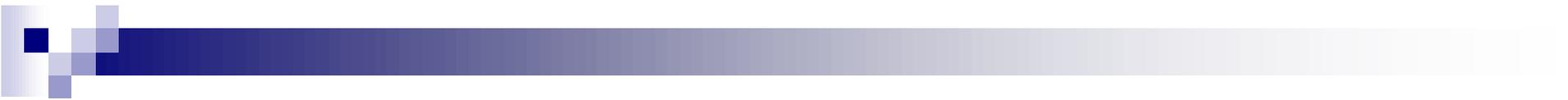
Peter F. Drucker



Independent Review Panel (IRP)

The IRP made 239 specific recommendations targeted to every aspect of the State's correctional organization & operations. In part, the IRP concluded:

- ...a correctional system in need of drastic and fundamental reform, beginning with its very structure.
- ...the severity of the problems dictate the need for wholesale reform, and that reform should begin with the system's organizational structure.
- ...to a significant extent, the problems of California's correctional system grew out of its structure.



YACA Assessment

- Current organization was designed for a different era (*i.e., smaller size, more stable environment*).
- Issues of the past decade have been inappropriately forced into the existing structure; the actual need was to redesign the structure to meet a new set of challenges.
- No strategic plan existed to establish organizational priorities and therefore guide the structural design.



Reorganization Built on Three Basic Principles

- Consolidation
- Elevation of rehabilitation and treatment services to equal partnership with custody
- Creation of new proactive functions
(Risk Management, Community Partnerships)



Emergent Issues Requiring Reform

- Inmate/Ward Growth (between 1985 and 2004)
 - Institution Population: 57,000 ? 172,000
 - Parole Population: 37,000 ? 118,000
 - Employees: 15,000 ? 54,000 (16% of State Workforce)
 - Budget: \$1 billion ? \$6 billion (5.6% of State Budget)
- Employee Discipline / Code of Silence / Federal Court Oversight
- Health Care / Federal Court Oversight
- Recidivism
- Evidence-Based Research
 - Education / Vocational Programs
 - Parole Function
 - Community-Based Involvement
- Fiscal Accountability
- Leadership Development
- Management-Labor Relations



Steps taken to date

- December 2003
 - Began the restructure of the Agency leadership
- January 2004
 - Began Strategic Planning efforts
- January - June 2004
 - Developed the new Agency Vision/Mission/Values



Steps taken to date (*cont.*)

■ July 2004

- Used the IRP Report and preliminary strategic planning work as the basis to hold a week-long Strategic Planning conference: *Future Focused Leadership: A Call to Action*

- Conference designed to engage:

- Executive Leadership
- Wardens
- Superintendents
- Healthcare Managers
- Agency Stakeholders/Partners



Steps taken to date (*cont.*)

- August 2004

- Established 20 Structural Design Teams

- August - November 2004 and ongoing

- Provided training to Leadership

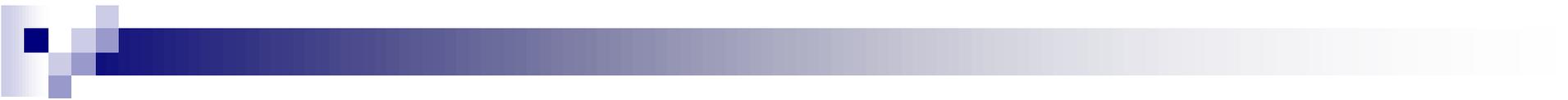
- November 2004

- First ever joint meeting of CDC and CYA Captains and Majors to ensure they understood their role in the current and future organization to improve staff and institution safety
- Emphasized the need for continued vigilance during the reorganization and back to basics to be sure we are doing the basic job well.



Steps taken to date (*cont.*)

- November - December 2004
 - Submitted and received approval from the Governor for the proposed Structural Reorganization and first ever Agency Strategic Plan
- January 2005
 - Reorganization plan submitted to Little Hoover Commission
 - Consolidated six functions under the Agency



Next Steps

- Build a systematic approach to correctional and rehabilitation programs from time of commitment to custody, to reintegration into the community
- Proactively enforce victims rights and establish restorative justice practices
- Ensure safe and secure facilities for both staff and offenders



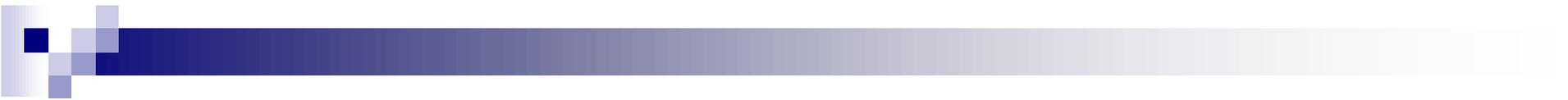
Next Steps (*cont.*)

- Build community collaboration
- Build Training Academy and Command College
- Establish outcome measures and performance indicators
 - Intermediate – (e.g. improve job skills)
 - Long Term – (e.g. reduce recidivism)
- **Strategic Plan Measures – Complete Late February**
- **Program Measures – Begin in March**



Next Steps (*cont.*)

- Begin issuing progress reports on reform efforts
- Conduct an organizational assessment via employee survey
- Establish 50 to 100 Implementation Teams
- Conduct Pilot Studies
 - Earned Discharge Parole
 - Work training, education, mental illness
 - Cost benefit analysis for selected programs



Little Hoover Commission's
ESSENTIAL ELEMENTS WHEN WEIGHING THE MERITS OF REFORM
December 2004

- Leadership - **Completed**
- Clarity of Purpose and Goals - **Completed**
- Strategic Priorities - **Completed**
- Performance and Productivity-
In progress