

December 18, 2025

Joe Stephenshaw, Director
California Department of Finance
915 L Street
Sacramento, CA 95814

Dear Director Joe Stephenshaw,

In accordance with the State Leadership Accountability Act (Leadership Accountability), the Board of State and Community Corrections submits this report on the review of our internal control and monitoring systems for the biennial period ending December 31, 2025.

Should you have any questions please contact Jana Sanford-Miller, Communications Director, at (916) 322-1054, Jana.Sanford-Miller@bscc.ca.gov.

GOVERNANCE

Mission and Strategic Plan

Established in 2012, the California Board of State and Community Corrections (BSCC) is an independent statutory agency that provides leadership to the adult and juvenile criminal justice systems, expertise on Public Safety Realignment issues, a data and information clearinghouse, and technical assistance on a wide range of community corrections issues. (Pen. Code, § 6024-6025.) In addition, the BSCC promulgates regulations for adult and juvenile detention facilities, conducts regular inspections of those facilities, develops standards for the selection and training of local corrections and probation officers, promotes legal and safe conditions in local detention facilities, reviews in-custody deaths, and administers significant public safety-related grant funding.

The BSCC also monitors lease revenue bond programs related to the construction of local adult and juvenile detention facilities to ensure that the local projects meet legislative requirements.

The BSCC's work involves extensive collaboration with stakeholders, including local probation departments, sheriffs, county administrative offices, justice system partners, community-based organizations, and others. The BSCC sets standards for training local adult and juvenile corrections and probation officers. It is also the administering agency for a wide range of federal and state public safety grants.

Policy for the agency is set by the 15-member Board of State and Community Corrections, whose members are prescribed by statute, appointed by the Governor and the Legislature, and subject to approval by the state Senate.

Below are the goals and objectives identified in the BSCC's Strategic Plan.

Goal 1: Communication and Operational Transparency The BSCC is committed to transparency in its operations and to open communication with our partners, stakeholders, and people who are justice involved. This goal offers a framework for how communication channels and strategies will be used to contribute to effective community and stakeholder engagement and to transparent decision making.

Objectives:

Encourage transparent and regular dialogue with our partners and stakeholders to address concerns and build trust.

Ensure a fair, inclusive, and transparent decision-making process.

Goal 2: Program Design and Delivery The BSCC relies on data and best practices to inform the design and delivery of its programs including grant programs, research projects, regulation development, the oversight of corrections staff training and jail operations, and in-custody death reviews. This goal aligns BSCC programs with data-driven, best practices to support reduced recidivism and improved system outcomes.

Objectives:

Facilitate the effective use of evidence based principles and best practices in program development and implementation.

Provide comprehensive technical assistance and training to support BSCC services.

Support local efforts that reduce recidivism and improve outcomes.

Goal 3: Facilities and Inspections The BSCC is responsible for ensuring the safety and care of people housed and working in local detention facilities throughout the state. This goal supports the transparent and collaborative development of facility standards and inspection processes and recognizes the importance of transparent accountability actions when facilities fall short. It also focuses services on supporting local efforts to reduce recidivism through effective programs and treatment.

Objectives:

Provide training, technical assistance, and resources to support local detention facilities and their use of effective programs and practices, including, but not limited to, in-custody programs, medical and mental health treatment, and alternatives to incarceration.

Ensure the findings and accountability actions related to facility inspections and training monitoring are transparent.

Seek regular community input on regulation revisions and inspection processes.

Goal 4: In-Custody Death Review Senate Bill 519 expanded BSCC's mission to include a new state program to review and make recommendations related to deaths occurring within a local detention facility. This goal provides a framework for the implementation of BSCC's responsibilities in alignment with the legislation and with a focus on conducting reviews, providing recommendations, and developing health and behavioral health standards.

Objectives:

Review reports on all in-custody deaths and make specific recommendations to the sheriff or administrator regarding those incidents.

Ensure regular reporting to the Board on in custody deaths and the implementation of BSCC issued recommendations.

Establish health and behavioral health standards for local detention facilities to support a healthy and safe environment.

Review the delivery of medical and behavioral health services related to in custody deaths to ensure safe and effective practices are in place.

Goal 5: Data Collection and Reporting BSCC is responsible for numerous data collection and research activities related to its program activities. This goal sets priorities around developing a data collection and research plan to support transparency and providing outcomes from data collection and research projects to policy makers, stakeholders, and others. BSCC is also committed to using data to inform its own program design and reporting.

Objectives:

Develop a comprehensive data collection and research plan aligned with BSCC's responsibilities and operational goals.

Collect and share data, research projects, and reports to inform decision and policy makers.

Use data to make decisions about the design and delivery of BSCC's programs to maximize effectiveness.

Goal 6: Cultural Responsiveness and Collaboration This goal outlines the priorities that BSCC believes will help achieve our vision of opportunity for all. It identifies the objectives and strategies integral to creating a culture that promotes inclusivity, collaboration and fairness to ensure that everyone, regardless of their identity and perspective, feels a sense of belonging - in the BSCC workforce, in community collaboration, and in receipt of BSCC services.

Objectives:

Enhance policies, procedures, and practices to create an inclusive environment, in which all community members are welcomed and supported.

Ensure that the principles of cultural responsiveness and collaboration are aspects of the services we provide.

Control Environment

The Board serves as the decision-making body over the agency, which includes but is not limited to final decision-making for all funding allocations, regulatory changes, and oversight over inspections and standards for the selection and training of local corrections and probation officers.

Board members may also serve on Executive Steering Committees (ESCs). Executive Steering Committees and scoring panels are utilized to inform decision making related to the Board's programs, including the distribution of grant funds and development of regulations. ESCs are made up of a balanced range of stakeholders and subject matter experts to ensure successful program design and implementation. ESCs help the BSCC to work collaboratively in changing environments, complete work in a timely manner, and create positive partnerships critical for success.

The Executive Leadership Team consists of the BSCC Chair, Executive Director, Chief Deputy Director/General Counsel, Director of In Custody Death Review, Director of Communications, and four (4) Deputy Directors.

The Executive Leadership Team sets the foundation, standards, and tone for the organization and its employees by modeling competence, ethical behavior, integrity, morale, and transparency.

The Executive Leadership Team ensures there is clear assignment of authority and duties throughout the Agency; ensures appropriate levels of responsibility through the organizational structure, supports a positive and productive business environment, and maintains documentation of internal control systems.

The BSCC has approximately 180 employees in varying classifications (e.g., Field Representatives, managers, supervisors, analysts, and support staff).

The BSCC recruits, develops, and retains a competent workforce by hiring qualified staff, providing mentoring and training, completing employee performance reviews, ensuring supervisors and employees meet individually and in group/team settings, and hosting all staff meetings.

The BSCC addresses accountability and considers varying goals, objectives, and challenges throughout the performance review process, and as issues arise.

Information and Communication

The BSCC communicates roles, activities, issues, and results internally through its chain of command. Roles are defined through duty statements, and the organizational chart displays the chain of command, and is made available to every employee. The BSCC Deputy Directors hold regular staff meetings to communicate issues within their divisions. If certain issues affect multiple divisions, division all-staff meetings are supplemented with BSCC all-staff meetings and agency-wide emails.

BSCC staff report inefficiencies, issues, and recommendations to management and other decision makers during one-on-one meetings, in team meetings, and/or through e-mail.

The BSCC communicates important information to external stakeholders through e-mails, the BSCC website, and various meetings including Board Meetings, Executive Steering Committee Meetings, etc. The BSCC website provides extensive information about detention facility inspections, grant programs and evaluative reports, training, and data, such as the jail profile survey and juvenile detention profile survey.

MONITORING

The information included here discusses the entity-wide, continuous process to ensure internal control systems are working as intended. The role of the executive monitoring sponsor includes facilitating and verifying that the Board of State and Community Corrections monitoring practices are implemented and functioning. The responsibilities as the executive monitoring sponsor(s) have been given to: Jana Sanford-Miller, Communications Director; Anita Butler, Chief, Administrative Services.

As the administrative head of the agency, the Executive Director is responsible for the overall establishment, maintenance, and revisions of the internal control and monitoring systems.

The Executive Leadership Team has the primary responsibility for maintaining effective systems of internal controls. The team meets weekly, and each meeting includes a discussion of risks, internal controls, and resource management. The Directors and Deputy Directors report on key performance indicators for their respective divisions to the Executive Director. In addition, the Directors and Deputy Directors update the Executive Leadership Team on internal control issues that need to be discussed and addressed. As a group, the Executive Leadership Team discusses potential solutions or mitigation strategies to such issues as they arise.

Each Director and Deputy Director has the primary responsibility of monitoring internal control systems within their respective division. This is accomplished through one-on-one meetings with direct reports, subject matter experts, and regular divisional all-staff meetings, as well as tracking key performance indicators for the division.

The Executive Leadership Team discusses vulnerabilities in weekly meetings. The vulnerabilities are assessed for the level of risk posed to the organization, as well as the efficacy of the current internal controls that address the risk.

If the internal controls do not adequately mitigate the risk, responsibility for addressing the deficiency is assigned to the Director or Deputy Director who oversees the impacted function. The Director or Deputy Director generates solutions with the advice of the BSCC Executive Leadership Team and is responsible for implementing those solutions. The Director or Deputy Director then monitors and reports on the progress of reducing the identified vulnerability to the Executive Director and/or Executive Leadership Team during their meetings.

RISK ASSESSMENT PROCESS

The following personnel were involved in the Board of State and Community Corrections risk assessment process: executive management, middle management, front line management, and staff.

The following methods were used to identify risks: brainstorming meetings, ongoing monitoring activities, audit/review results, other/prior risk assessments, external stakeholders, consideration of potential fraud, and performance metrics.

The following criteria were used to rank risks: likelihood of occurrence, potential impact to mission/goals/objectives, timing of potential event, potential impact of remediation efforts, and tolerance level for the type of risk.

RISKS AND CONTROLS

Risk: Confidential information

The In Custody Death Review Division began collecting data on deaths that occur in local detention facilities in July 2024. The enactment of Senate Bill 157 in September 2025 provided clarification for the authority of the Director as a health oversight agency for

access to records, which included protected health information in accordance with Health Insurance Portability and Accountability Act (HIPAA).

The collection of sensitive, confidential records brings an additional level of risk to the agency. This risk primarily includes cybersecurity issues from external entities, but also includes the risk of human error from within the agency and accidental release of information through mechanisms such as public records requests.

Control: Control 1

In collaboration with legal counsel, the BSCC is developing policy, procedures, and training to identify, receive, and securely store sensitive, confidential, and HIPAA related information.

Control: Control 2

A custom-based data reporting and storage system is in process which will address the new, unique to the agency security needs.

Risk: Sustainability of Learning Management System

The Standards and Training for Corrections division currently operates a learning management system, which is significantly limited. It is costly to maintain and difficult to modify or enhance in response to evolving policies, operational needs, or stakeholder service improvements. These constraints hinder the agency's ability to remain agile and responsive in certifying training courses, delivering training, monitoring compliance in real time to ensure accountability, and identify trends.

Control: Control 1

The agency will be identifying and allocating resources to develop a new learning management system internally. As this system will be built and supported within the agency, it will reduce long-term maintenance costs, allow for more timely updates and enhancements, and augment the agency's oversight and monitoring abilities.

Risk: Centralized Grants Monitoring System

The agency currently utilizes a variety of data repositories, including spreadsheets, word documents, paper files, and staff knowledge to monitor the full lifecycle of a grant, from application to completion. Reliance on disparate resources can hinder the agency's ability to be nimble and quickly responsive to reporting requests and grants monitoring, and, in turn, creates a system that can lack efficiency in the use of resources, including staff time.

Control: Control 1

The agency will build a centralized grants monitoring system, with completion anticipated in 2027.

CONCLUSION

The Board of State and Community Corrections strives to reduce the risks inherent in our work and accepts the responsibility to continuously improve by addressing newly recognized risks and revising risk mitigation strategies as appropriate. I certify our internal control and monitoring systems are adequate to identify and address current and potential risks facing the organization.

Aaron R. Maguire, Executive Director

CC: California Legislature [Senate, Assembly]
California State Auditor
California State Library
California State Controller
Director of California Department of Finance
Secretary of California Government Operations Agency