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December 3, 2015

The Honorable Edmund G. Brown, Jr.
Governor, State of California
State Capitol
Sacramento, CA 95814

Dear Governor Brown:

As we recently discussed, I will step down as Secretary of the California Department of Corrections and Rehabilitation (CDCR), effective January 1, 2016. I thank you for appointing me to this position three years ago. It has truly been an honor and a pleasure to serve you and the people of California. I hope that you will conclude that I leave the Department well placed for the future.

When I became Secretary in December 2012, the Department faced many challenges, including numerous class-action lawsuits that affected every part of our operations. With your leadership, we have made significant progress.

CDCR's State prison population is now significantly below the cap set by the Three-Judge Panel, and we reached that point approximately one year early. While the prison crowding case is not yet over, we are hopeful that the court will soon recognize the progress made. The steep reduction in the prison population has also allowed us to discontinue thousands of out-of-state beds.

We have also successfully settled two major lawsuits (*Mitchell* and *Ashker*) and made significant progress in resolving others, including *Plata*, and so responsibility for medical care has started to transition back to CDCR.

Rehabilitation of inmates is now a demonstrably key priority with the addition of programs in all of our prisons, especially the reentry hubs. This investment will help ensure that recidivism continues to fall.

Our prisons are also safer now. We have made progress in stopping the flow of drugs into State prisons, and have improved staff training and institutional operations, which led to a significant reduction in lockdowns.

I have many fond memories of my time here at CDCR, and I look forward to hearing about future successes. You can be assured that the Department's staff is second to none. Please let me know if I can assist in any way during the upcoming transition.

With thanks and best wishes,