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CALIFORNIA PRISON INDUSTRY AUTHORITY

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BOARD MEETING

TUESDAY, DECEMBER 17, 2019

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Held at

California Prison Industry Authority  
CALPIA Showroom  
2125 19th Street  
Sacramento, California

APPEARANCES

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Board Members:

RALPH DIAZ, Chairman

DARSHAN SINGH, VICE-CHAIRMAN

DR. ARMOND AGHAKHANIAN

DAWN DAVISON

BRENT JAMISON

BOB JENNINGS

CURTIS KELLY

FELIPE MARTIN

KATHLEEN WEBB

Executive Officer:

SCOTT A. WALKER

SACRAMENTO, CALIFORNIA

TUESDAY, DECEMBER 17, 2019

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4 CHAIRMAN DIAZ: I'll call the meeting of the  
5 Prison Industry Authority Board to order. It is 11:04  
6 a.m. I'd like to take a note that this meeting is being  
7 held at a publicly noticed location, and we'll begin by  
8 asking the Board Secretary to call the role.

9 MS. MURRAY: Chair Diaz?

10 CHAIRMAN DIZA: Present.

11 MS. MURRAY: Vice-Chair Singh?

12 VICE-CHAIRMAN SINGH: Here.

13 MS. MURRAY: Member Aghakhanian?

14 BOARD MEMBER AGHAKHANIAN: Here.

15 MS. MURRAY: Member Davison?

16 BOARD MEMBER DAVISON: Here.

17 MS. MURRAY: Member Jamison?

18 BOARD MEMBER JAMISON: Here.

19 MS. MURRAY: Member Jennings?

20 BOARD MEMBER JENNINGS: Here.

21 MS. MURRAY: Member Kelly?

22 BOARD MEMBER KELLY: Here.

23 MS. MURRAY: Member Martin?

24 BOARD MEMBER MARTIN: Yes.

25 MS. MURRAY: And Member Webb?

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CHAIRMAN DIAZ: We have a quorum. Very good.  
So welcome Board Members and attendees. I thank you for  
being here today at the Prison Industry Board. I would  
just like to, as far as opening remarks, keep it short.

Many people I come across -- we're coming upon  
2020, a decade in the State and in our lives and agencies  
and everything else. Anything new take advantage of,  
just the talking point that new decades, 2020 vision,  
we'll look at things a little differently. We are  
corrections. I'm telling the people that society has  
changed, we've changed and we have to. I welcome  
everybody and look forward to what PIA is going to do in  
2020. That would be my opening remarks. Any opening  
remarks from the Board at all?

CHAIRMAN DIAZ: At this point, I just want to  
thank you. I want to note that the members of the public  
that are present right now, there will be opportunities  
for public comment after each item is presented to the  
Board. If any member of the public would like to  
comment, please fill out a speaker request card and hand  
it to the Board secretary. You'll have a chance to  
comment at the end. Each speaker will be limited to two  
minutes for public comment.

We'll move on to the general manager's comments.

MR. WALKER: My name is Scott Walker. I am the

1 general manager of the California Prison Industry  
2 Authority. I want to start off by telling everybody that  
3 I'm very optimistic about the direction of PIA. We are  
4 working on a lot of things. I'm going to get into a lot  
5 of this, not all of it, because I don't want to be here  
6 for a long long, time today, but long enough to make sure  
7 you guys understand and have some insight to the things  
8 we're doing.

9 The people in this organization work tirelessly  
10 to move the agenda, to get things done. Publicly, I want  
11 to thank all of them. Sometimes I don't get enough  
12 opportunity or enough time to thank them individually,  
13 but the executive team in this organization has supported  
14 me without fail and we've gone through a little bit of a  
15 challenge this past year, and I appreciate Ralph's  
16 perspective on 2020 and the new year. Not to say it's  
17 been a bad year. We've accomplished a lot of things.  
18 There have been some challenges. I look forward to 2020.

19 There's a lot of optimism in the organization.  
20 I think people are getting more and more engaged and  
21 enthusiastic about the way PIA is going. So, hopefully,  
22 with the Board's guidance and oversight, we can continue  
23 in that direction and continue with the improvement we're  
24 making now.

25 The first and foremost thing to talk about is

1 working on the optical restoration. We've been out there  
2 trying to work behind the scenes to get that statement  
3 program that was submitted sometime back in August I  
4 believe. It was finally approved last Tuesday. So with  
5 that, the optical benefits are coming back, which is a  
6 significant opportunity for PIA to include further  
7 programs, including female offender programs, and claw  
8 back to where we were before those benefits went away,  
9 San Luis Obispo and San Mateo, Santa Barbara, that PIA  
10 has not provided optical services for.

11 So we're ready to take that upswing. There is  
12 some expectation that will start gradually January 21st  
13 and go up from there. We're not sure how steep that  
14 climb is going to be. We've done -- we have a back-up  
15 contract, should it come to that. That's our last  
16 resort, not the first. We want to make sure we have that  
17 in place so we can be kind of seamless in this role  
18 uptake. That is going to be a big role for CIA and  
19 certainly PIA.

20 Start Coffee Association started doing  
21 certification for baristas down in Mule Creek. The lady  
22 that runs that thing is amazing. We invested a minor  
23 amount in that capital, \$20,000, for a coffee maker. For  
24 that coffee maker that are helps these folks kind of  
25 understand the soup to nuts of coffee, the roasting, the

1 grinding and how you make coffee. So they're doing a  
2 great job down there. It's not a huge endeavor, but it's  
3 one of those things that just is another step in the  
4 right direction for the organization.

5 Staff recognition again. I talked about the  
6 staff here at PIA. I don't know I do that enough.  
7 There's a young lady named Anneka Barkey over in HR, and  
8 Anneka received the Monterey Work Force Development Board  
9 award, and she received the award for helping or  
10 providing successful recruitments of our health care  
11 facilities maintenance folks down at CTF and STSD. The  
12 recruitment in that valley is difficult at best.

13 If you look at the institution down there, it's  
14 interesting, you can see about every ten or 12 years the  
15 department tries to figure out another way to get on-site  
16 housing. There's the original housing, the trailer park  
17 out front. There's quonset huts over here on this side.  
18 That's because it's really really difficult to get  
19 staffing down there. Anneka did a fabulous job of  
20 getting multiple recruitments down there that the county  
21 recognized as being very successful. They gave her that  
22 award on behalf of the county for CALPIA. I'm proud of  
23 that.

24 Another stand out, there's a bunch of them,  
25 there's a young lady down at Ironwood named Valeria

1 Dupree. We got Valerie nine, ten years ago. We went  
2 down there and did a couple graduations and to a person  
3 at multiple institutions they could not say enough good  
4 things about the way she represents PIA. It's that kind  
5 of people in this organization that differentiates it  
6 from every other organization. This woman has taken  
7 control of that program and just made CALPIA a shining  
8 star down there. There's nobody in those institutions  
9 that wouldn't do anything for that woman. She actually  
10 made the buttons she hands out that says, "I love PIA."  
11 That's the kind of folks that are in this organization  
12 that we all are proud of. That's just a couple of  
13 examples of that.

14 We're going to continue in the new year the  
15 staff regional meetings. I think those are very helpful  
16 to engage people and let them have an opportunity to have  
17 conversation, not just so much to hear from me or the  
18 executive staff. What I really enjoyed about those was  
19 the interaction between the staff after the fact.

20 We're bringing staff from different  
21 institutions, so they had a little time to talk to each  
22 other. It really helps, I think, to bring that  
23 communication together, get people to rely on each other.  
24 If they have a question, instead of calling their  
25 supervisor in Sacramento, they can call up here and

1 bounce things off of them, which is never a bad idea.

2 UCI study, that's coming. It's taking longer  
3 than anybody would have liked. There's just some  
4 challenges there. We're going to overcome them with the  
5 data. So that's actively being worked on. Bill is  
6 partnering, Don is involved, as is Mac Jenkins. That  
7 will be coming as well.

8 Tattoo removal. We have performed tattoo  
9 removal service for over 500 offenders. It's amazing.  
10 Talk about the life-changing stuff. Removing tatoos from  
11 the face or human trafficking tatoos, the impact on those  
12 ladies once that's done is amazing. Randy Fisher and his  
13 team have done a great job of making that happen. We've  
14 rolled it out to all the females. CDCR is doing it on  
15 the male counterpart side. The look, the expression, the  
16 thanks on those folks' face, it costs a little money, but  
17 the outcomes are so well worth it. So that will continue  
18 as well.

19 BOARD MEMBER DAVISON: Can I make a comment?  
20 Back in the early 2000s I shared this story with you. It  
21 was something that I wanted to do because the women --  
22 the incarcerated women at the time would come up to me  
23 and say, I'm not this person any more, is there anything  
24 that you can do to help me out because I no longer am  
25 this person that's all tattooed.

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So I had my business services staff back in the early 2000s explore if there was any way that they had an industry out there that could do tattoo removal. Back in the early 2000s there really wasn't any. So fast forward and now there is methodology to do it.

So this really is transforming these ladies because they truly want to. All the programs that we have afforded them through the CDCR -- they are not those people any more when they put those tattoos on. For them to be able to leave the prison and have their outside look like their inside, it really is important to them.

MR. WALKER: Thank you for pushing that. Part of this -- I think I've shared this about the offender at Pelican Bay who held himself POS before he got into PIA and got into programming, and before he got those skills the way he courted success was how many different women he could get pregnant and how far in a gang he could go. It's the same thing with the decoding and tattoo removal. It finally gives these folks maybe a moment of clarity where they can make a decision and say, I'm not destined to go down that path, that's not preconceived, I can do something else. Whether that's a tattoo in the mirror or a coding or some other skill, those are the things that keep us going. Those people for the first time in their life decided what they did a few years ago doesn't have

1 to control the rest of their life.

2 BOARD MEMBER AGHAKHANIAN: So I was -- not by  
3 choice -- my wife was watching the Kardashians. She's  
4 really big on tattoo removal. Have we tried any kind of  
5 outreach to her, what they're doing, maybe get some  
6 additional participation out of this? I saw it in an  
7 episode.

8 MR. WALKER: I recognize some of the same tattoo  
9 stuff being the outreach she's doing for offenders. We  
10 have not attempted any outreach. Are you willing to help  
11 us do that?

12 BOARD MEMBER AGHAKHANIAN: Who? Me? I can try  
13 because she comes from a big family --

14 CHAIRMAN DIAZ: If I can, I know with the  
15 initial efforts that we're seeing with the tattoo removal  
16 on the male and female side, everything we do is data  
17 driven. We're trying to match up data with successes  
18 because of the tattoo removal, the many other skills, men  
19 and women come out of the institution with positive  
20 outcomes. We also want to see if it's changed the  
21 outlook in programming inside the prison so we can ask  
22 for more funding. For us, this is our first effort on  
23 anything like this. Last administration approved it.  
24 This current administration, I'm sure they support it,  
25 but it's the data.

1 BOARD MEMBER AGHAKHANIAN: This is the problem.  
2 I'm sure their PR team really thought about this before  
3 they started talking about it. I think if we can reach  
4 out to people like her, then it will really show more  
5 what it is we are doing. I still hear the fact that  
6 we're only known for license plates. This is what the  
7 perception is still out there. I'm just saying, it's  
8 just -- someone who loves data and surveys, but there is  
9 someone with her kind of a status out there doing what  
10 we're doing. Why not see if we can get a little more  
11 attention. I am certain they really thought about this  
12 before they brought it on television on her show. It was  
13 someone wrote a letter to her and she paid for her tattoo  
14 removal. Remember, all the elected officials up there,  
15 they love this stuff. They want to be part of it.

16 I said this from the beginning, I'll say it  
17 again, we need them to be more involved in our events.  
18 Not only to showcase what we're doing, but also at this  
19 time of the year, 2020 is coming, so there are all these  
20 elections coming up. If we can kind of coordinate this,  
21 I think we should put this out there more than we're  
22 doing this and this. Yes, there are the data, but also  
23 make it something that even others can take notice.

24 MR. WALKER: The data is important, but you see  
25 the difference in how these folks approach this stuff

1 and, if nothing else, just the belief that they may  
2 have -- for the first time in their life, that they could  
3 change the road that they're on. That decision they made  
4 20, 30 years ago doesn't have to define them for the rest  
5 of their life.

6 BOARD MEMBER AGHAKHANIAN: I'll give you a quick  
7 example. We did an event last weekend about a program we  
8 launched to address food scarcity where you partner up  
9 with local restaurants, Panda Express, McDonald's. A  
10 columnist from the L.A. Times did an article on this. In  
11 less than 24 hours, they received over \$8,000 in  
12 donations on-line. People all of a sudden take notice of  
13 an issue that's been around for a long time. That's the  
14 power of media also putting out there what it is we're  
15 doing and how important it is. For me, you put these  
16 positive things out there.

17 So I think we should create some kind of -- I  
18 know you're doing a fantastic job, but also create a more  
19 outboard mechanism about what they're doing. This is  
20 more changing their lives, personalize it, have a before  
21 and after photo of that person and the difference it's  
22 made by removing the tatoos. These are the things that  
23 people want to see as well. That's just my view on it.

24 MR. WALKER: For the record, I'd like to mention  
25 that Kathleen Webb has joined the meeting. Welcome.

1                   So the other -- we have a mandatory youth  
2 program down in Ventura that's kind of a knock-off of  
3 the -- and a labor program at Ventura as well. The other  
4 thing we've got going is the certification portfolio.  
5 Kathy Allison was pushing this negotiation. We struggled  
6 to get the certification into a consistent place in the  
7 CDCR database where these certifications go. The  
8 challenge along with that was the parole agents, they  
9 weren't readily available because there was no  
10 consistency where they went into that database. We  
11 had -- if you want to find these things, we had to search  
12 around. So we partnerred with EIS, CDCR, DI, the case  
13 records folks, and got a process in place for how those  
14 certifications end up in a specific standard area.

15                   The benefit to that is, although we give these  
16 offenders these transition packages, a lot of times they  
17 go missing at some point. Now when they go to the parole  
18 office they'll be able to have those parole agents print  
19 out those copies, and I think that's going to help out  
20 tremendously. There was a lot of work done in a very  
21 short time. That's going to benefit all our offenders  
22 when they get out.

23                   Tiny homes. We're partnering E49 Foundation to  
24 do tiny homes. This is kind of under the radar stream.  
25 They're providing all the materials and we're using our

1 labor. There's compassion over in North Sacramento. So  
2 we're partnering with them to build these tiny homes and  
3 put them out there. We're not going to change the  
4 universe. We'll help the little bit that we can.

5 ISO audit. We had an audit in the central  
6 office here recently. It came back very well. There was  
7 no finding no deficiencies. Staff has improved their  
8 understanding of ISO, so that's headed in the right  
9 direction.

10 One of the things that's near and dear to you  
11 all is the classification for pay raise. We did secure a  
12 pay raise. I'm not sure what we were looking for. Step  
13 in the right direction. But SPB approved the  
14 consolidation of the voting class. One, it will  
15 hopefully increase our pool of candidates because now HR  
16 is going to do this statewide, Cal HR, and it allows to  
17 have a better contract between what our employees and  
18 custodians do versus traditional custodians. We'll  
19 continue to work on that.

20 We kind of talked about Anneka Barkey earlier.  
21 Cal HR looks at vacancy rates. The better we do on  
22 recruiting, the less the vacancy rates. We're aware of  
23 that and trying to educate HR as we go along. There is  
24 going to be a joint committee meeting with CDCR, and SEIU  
25 put together a committee to look at this as well.

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BOARD MEMBER AGHAKHANIAN: Which SEIU?

MR. WALKER: Local 1000. So that's my opening comments. I hope I wasn't too long or too boring.

BOARD MEMBER KELLY: You know, about the certifications, keeping track of that, you can't walk on the job site without an arm full of certifications if you have guys and gals carry around every certification they have in their back pocket. You can't expect them to do that. We went to a card. All the certifications are on that card. So maybe that's something we can think about doing.

MR. WALKER: Certainly. First time I've heard about that. You're absolutely right. That's part of the problem, and part of the challenge is trying to get a copy of that stuff.

BOARD MEMBER KELLY: We don't keep a copy and the certification people don't keep a copy. They're gone forever.

BOARD MEMBER AGHAKHANIAN: You should ask the carpenters who wear them. They just scan them.

BOARD MEMBER JENNINGS: On their travel card, when they go into another local, they just scan it, what certificates they have, safety courses they've taken. They carry it in their wallet. If they lose it, it's easy to duplicate.

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BOARD MEMBER KELLY: Maybe the --

BOARD MEMBER AGHAKHANIAN: Is this something you can look into and then report next time?

MR. WALKER: You bet, yeah. I'd like to thank the Board. I've seen a lot of boards come and go, members. Engagement 20 years ago was shaky at best. I've had Board members leave halfway through the action items and the quorum left the room with them. I really appreciate your guidance, your insight. Felipe, Armund, Bob, Curtis, Kathleen, the partnership with DMV, talking to Brent before this, pushing the custodian classification and trying to get our folks into that, and, Darshan, your wisdom and connection is always appreciated, and not the least of which is Ralph that kind of sets the tone. I appreciate and hear back when Ralph is talking about PIA and pushing PIA. Thank you guys for your support. And with that, I'll turn it back over to you.

CHAIRMAN DIAZ: Thank you, Mr. Walker. I will -- I forget about some of the things that go on. You always refresh us. Thank you for that.

We'll move on now to our meeting items. We have action item A. Mr. Walker, back over to you.

MR. WALKER: If I could call Bill Davidson to kind of help me out. We're doing a mid-year revise.

1 During the plan we kind of laid out some of the things we  
2 thought we needed to change course on a little bit. The  
3 mid-year revise is really an opportunity for us  
4 internally and now externally to kind of take a barometer  
5 of where we're at and what those changes impact and how  
6 they impact us and are we headed in the right direction.

7 When we started down there, there were concerns  
8 about maybe making progress I wanted to make in a time I  
9 wanted to make it. Mid-year revise is really a good  
10 opportunity for us to calibrate again.

11 One of the things you see is the revenue number  
12 decreased by about \$2 million. All these financials I'm  
13 trying to be not crazily conservative, but conservative  
14 nonetheless so there are no surprises at the end of the  
15 year. We kind of know where we are when the audit is  
16 completed in September.

17 So the notion of decrease of two million was  
18 primarily driven by the fact there was some concern about  
19 the timing of the state program adjustments approval by  
20 the federal government. What I was concerned with  
21 primarily was that \$4 million of revenue covering up  
22 expenses so on paper it would look good, but that revenue  
23 was never recognized and those expenses would be going in  
24 the wrong direction. I reduced it by two million  
25 conservatively. The good news is that was approved last

1 Tuesday. The net profit is actually going to increase,  
2 we project, by about \$200,000. So that's headed in the  
3 right direction as well. All the programs are funded.  
4 There is no structural deficit in PIA. The bottom line  
5 is going the right way.

6 One of the things I will highlight is the new  
7 employee orientation as far as the mid-year revise and  
8 the tragedy that happened in North Carolina, four staff  
9 being killed in the industry program. I'll also share  
10 with you a couple weeks ago we also had staff assaulted  
11 in our sewing operation in Mule Creek. So the new  
12 employee orientation, we're putting the final pieces of  
13 that together. We're hoping to roll that out in January,  
14 but I think we're going to do it now March 1st. It's  
15 really going to go from about 24 hours of training to  
16 about 80 and done before they enter the institution. Not  
17 60, 90 or 120 days after.

18 With that -- there's about \$400,000 cost  
19 associated with that, but I think money well spent to  
20 give those folks that training. I have actually had that  
21 conversation with Guiermo. His perspective is hopefully  
22 they adopt that as well. Guiermo Via Rosa, he is the new  
23 Undersecretary of Operations. He's my number two when it  
24 comes to the day-to-day nuts and bolts of the  
25 institutions.

1                   The correctional industry program expansion.  
2 We're expanding HFM. We're taking on the psychiatric  
3 inpatient program. They've wanted us to do that for a  
4 long time. We were resistant, but -- because the model  
5 didn't work for us. We started the two-step process the  
6 2nd of December. We transferred the staff over. When it  
7 comes to fruition, which I think it will, we'll have  
8 another 60 offenders down at VSP in the HMF program.

9                   Most of you were at the Board meeting in San  
10 Luis Obispo. Offender budget assignments. Out there  
11 we've had situations of some industry, some enterprises  
12 where the budgeted number of offender assignments was  
13 more than we needed to operate that offender program. So  
14 what we're doing is we're going to bring that down, if  
15 the Board approves this, to numbers we need to officially  
16 operate that program. We took down numbers because we  
17 couldn't fill them. It was more driven by -- exclusively  
18 driven by the need. So even if we can't fill those  
19 assignments, if we needed those assignments, we kept  
20 them. So it would allow us going forward to focus our  
21 efforts to make sure those programs were full. So it's  
22 going -- I like that 8,000 number as much as everybody  
23 else. The fact of the matter is we didn't need 8,000  
24 offenders to run this program. That's going to bring it  
25 down to 377 budgeted positions if you approve this.

1 Through September, the current fiscal year, we've added  
2 112 additional assignments to PIA ranks. Bill, you want  
3 to add anything to that?

4 MR. DAVIDSON: I think you've said it very well.

5 CHAIRMAN DIAZ: I will say the institution that  
6 historically tried to fill that need, the numbers are  
7 there and the pressure comes from headquarters to the  
8 prisons to fill these slots with eligible inmates. The  
9 department has expanded its programming opportunities, so  
10 where we are now in prison is putting the right inmates  
11 in the right places in the right space in 2020. There is  
12 an integrated substance abuse sort of treatment program  
13 that the department is going to embark on which I think  
14 will be historic. We started looking at a lot of  
15 numbers. This PIA vacancy rate came up to the top. I  
16 appreciate the analysis. What that means is there will  
17 be a challenge to fit inmates in PIA programming,  
18 education and SU and treatment. It's not only PIA that's  
19 right-sizing the numbers for the right numbers. It's  
20 also CDCR on that. There's no view on inflation and  
21 force people -- to push people where they're needed and  
22 what it used to be.

23 MR. WALKER: With that, I certainly direct  
24 approval of this item. I would be glad to answer any  
25 questions.

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BOARD MEMBER AGHAKHANIAN: I make a motion to approve, adopt the proposal for mid-year revise for fiscal year 2020.

BOARD MEMBER MARTIN: I do have a couple questions looking at the mid-year report, and these are probably directed to you here. I see the agricultural increasing in revenue by 20 percent, but I don't see the expenses increasing by 20 percent. What is driving that increase in revenue and why aren't the expenses growing at all?

MR. WALKER: The increase in revenue is being driven primarily by the menu change from CDCR, so there is some increase in cost. The reason for that is where there's a tipping point there's a break even where the revenue becomes less costly at some point because you have that foundation and the baseline costs. Primarily that's being driven by menu changes. On some of the agricultural stuff, there's some challenges, impact on milk and the bakery where some of those four slice bread is going away. Where they've gone to two slice.

One of the things we've got to focus on -- now we used to go out and we would look at institutions specifically and talk about what was going on there. Every six months we're doing a deep dive on every enterprise monthly. On top of that, we have a group of

1 people we're putting together to look at what those  
2 primary issues are. This speaks to that in the sense  
3 that bakery has been an issue for a long time. We've  
4 seen that coming and we've not been able to move the  
5 needle on that. Part of what we're going to do in all of  
6 this stuff, and we've talked about the dairy and the  
7 focus on that, so we're trying to focus on the right  
8 thing, but I got lost in the weeds there. That's what is  
9 driving those costs there.

10 BOARD MEMBER MARTIN: The menu changes increase  
11 our price which increases our revenue.

12 MR. DAVIDSON: You'll notice it's the poultry  
13 primarily.

14 BOARD MEMBER MARTIN: I did want to recognize  
15 that seems like the Prison Industry Board with expenses  
16 have gone down to almost half of what they used to be.  
17 Whatever you're doing is keeping our costs down. Great  
18 job there. I do see that the legal fees have gone up  
19 quite a bit and also the inventory management drastically  
20 keeps changing out of 25 percent rate of change on an  
21 annual basis. What is contributing to that?

22 MR. WALKER: Legal, the really big issue  
23 there -- we acknowledge in today's world there is just a  
24 lot of legal stuff that goes on. We have certain Cal  
25 OSHA issues that we have to stay in front of, labor

1 issues, and it just becomes over -- EEOC stuff. Jeff and  
2 his shop were -- they had their hands full, so we got  
3 another attorney, Randall, who works for Jeff to work  
4 primarily on the disciplinary stuff. I want to get to a  
5 place where we're not reacting after something happens,  
6 to become more proactive and partnering with folks.

7 When I was a young supervisor out in the field,  
8 I felt like I was a man on an island. I felt it was me  
9 against the world. I didn't have somebody I felt like I  
1 0 could reach out to where I could say, hey, this is the  
1 1 first time I've dealt with this, can you help me. The  
1 2 problem with that is sometimes people make good  
1 3 decisions, sometimes they make bad ones, and ultimately  
1 4 it costs this organization not just money but human  
1 5 capital. The supervisor may get caught in an issue  
1 6 because they did something they shouldn't have done.

1 7 So a large part of this trying to be a little  
1 8 bit more proactive and having a mechanism in place for  
1 9 these people to reach out to and have those  
2 0 conversations. Not just the conversations. For lack of  
2 1 a better term, handholding, to walk new people through  
2 2 this process. Maybe not even new people, maybe even old  
2 3 people like me.

2 4 When I have an issue -- I think I know  
2 5 everything, I've done everything, been everywhere -- but

1 when I bring in the experts and tell them my opinions,  
2 they look at me like I'm crazy and say, yeah, 20 years  
3 ago that was good. When I started with PIA and I bitch  
4 about this -- that was a French term -- there was no  
5 lawyers. I was talking to Secretary Diaz and you've got  
6 how many?

7 CHAIRMAN DIAZ: 107.

8 MR. WALKER: So like it or not, that's the way  
9 the world is going. That's really the rationale behind  
10 that.

11 BOARD MEMBER MARTIN: I think that's great. The  
12 laws are changing continually. It is important. We  
13 didn't have an attorney in-house. We have one now. It's  
14 a necessary evil of working in California and having  
15 employees, so I get that. What about the inventory  
16 management?

17 MR. WALKER: Inventory management, one of the  
18 things we struggle with -- I'm not sure -- part of what  
19 we're looking at even in this mid-year, if we have  
20 removed some from the -- positions from the budget in the  
21 last two years. We went from 200 PUIs to 258. While we  
22 added things to that, I don't know that we've been  
23 very -- as structured as we needed to be. So I am -- so  
24 I say that, as we go through the process, there may be  
25 some positions we end up removing and putting in other

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places as they become vacant.

The thing with IMU is the year end and a lot of that is due to inventory. We're not as good at tracking our inventory as we need to be. So this year was a good example. I sat in front of this Board in April and said we had a seven point something million dollar debt problem. I came back in June and told you we had a \$9 million debt problem.

A lot of that was attributed to inventory management. So we started to do cycle counts. We started to look at those places like general fab, which traditionally have had poor inventory management practices. Part of what IMU is being tasked with is the same thing to get in front of that. We'll see if that investment pays off or not. I think it will. That's kind of the rationale behind that investment is to make sure we're managing our inventory properly. Our raw material -- on-hand raw materials has increased by a million dollars in the first four months of this year. We need to understand why, what's driving that. That's IMU's job is to figure that out and provide us some actionable information, not just numbers. We have plenty of those. The hope is kind of the same thing with the legal folks is to get some opportunity to get in front of this versus to react to a report 45 days after the fact.

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BOARD MEMBER MARTIN: Thank you very much.  
Thanks for being proactive in getting that done, making  
it happen.

MR. WALKER: Any other questions I might answer?

BOARD MEMBER DAVISON: I've heard of the  
integrated substance abuse program, but I was wondering  
how that's going to affect our programs in California.

MR. WALKER: When it first rolled out in -- when  
I first really got engaged with it, I panicked, right.  
Ralph, I think, brought it up at the last Board meeting  
that there was going to be -- I think you did some  
demographics right here.

CHAIRMAN DIAZ: Yes, that was the illustration.

MR. WALKER: That certainly brought it home.  
Originally -- and it wasn't because people were trying to  
not be sent to PIA. People are focused on their own  
thing. It is incumbent on PIA to make sure our voice is  
heard. Everybody going to two-hour blocks, that was a  
nonstarter, right, so I engaged those folks down there  
that were setting that program up with the help of Lisa  
Heinz, with the help of Ron Davis, the warden at San  
Quentin, and Ryan Souza we were able to maintain PIA  
programs. There's still a lot of work to be done there.

Instead of going to two-hour blocks, PIA is  
staying as it is right now. What we have to do as part

1 of this new approach is -- the old contract for the  
2 substance abuse program were 8:00 to 5:00 contracts and  
3 folks had to go half-time during 8:00 to 5:00 second  
4 watch and that -- given the numbers we're talking about,  
5 75 percent of the population in CDCR is going to be  
6 impacted by this program. So there is no way in hell our  
7 programs were going to be able to operate under those  
8 constraints.

9 We already lose -- between ducats and lost hours  
10 and lockdowns, we're losing about 25 percent of available  
11 hours. So we add another 25 percent to that, half of our  
12 programming time is going to be down. So once we sat  
13 down and having those conversations and see from PIA's  
14 perspective how we need to integrate. And part of this  
15 is we need to integrate -- the motion out there from the  
16 receiver's office is we can do this cooperatively or we  
17 can ducat these folks whenever we get ready and that  
18 really isn't going to work.

19 So through that and through the after hours  
20 programming, I think that we're going to get there.  
21 There are still going to be some challenges. Some  
22 institutions, no problem. Go to FCC, the warden up there  
23 called me and said, hey, we have 12 guys that have been  
24 identified. Avenal has, I believe, the largest outside  
25 the fence work crew in the state. Those folks that work

1 CDCR know it's the only prison that doesn't have a  
2 minimum support facility. Every one of those folks  
3 outside the perimeter have been identified as needing  
4 this program. To make that work, we're proactively  
5 engaging with that warden out there and sending folks  
6 down there to just explain that to them.

7 I think we're going to be able to navigate all  
8 of this stuff. It's going to be a prison by prison  
9 approach. I haven't seen anywhere that I don't think  
10 will not be able to successfully navigate that. It's  
11 early. The program doesn't kick off until January 1st,  
12 and it's going to be a slow start. Probably at some  
13 point we've got to be the squeaky wheel of this thing so  
14 we put together a process to do just that.

15 You heard me talk about the work force  
16 development coordinator. We're utilizing retired  
17 wardens, deputy wardens to talk to the folks and get  
18 those programs in place. We worked with DRP Ryan Souza  
19 to put language in the directive that went out to the  
20 wardens that put a ten percent motion on the after hours  
21 program because my fear was that if we didn't push them  
22 to do the after hours program, most of them were going to  
23 end up on second watch from 8:00 to 5:00 and we were  
24 going to be impacted more than we needed to be.

25 As long as we can get those programs after hours

1 and have some opportunity half time, I think we'll be  
2 okay. There's a lot of work left to do. It's early.  
3 Everybody is shaking their head in the right direction.  
4 There's a lot of moving parts to this thing.

5 CHAIRMAN DIAZ: You described it real well, but  
6 even beyond PIA, whether it be prison operations, mental  
7 health, education, vocation, feeding programs, count  
8 times, everything has been pushed into a position that  
9 have required them to look at this in a more creative way  
10 because the world is definitely getting different, and a  
11 couple of things we have believe that are immovable are  
12 feeding times and count times.

13 Also some of the other things that we believe  
14 are immovable is programs later into the third watch  
15 shift or afternoon shift, and we traditionally lose about  
16 two hours from the time we make everyone go home. Those  
17 are two hours we could be using for many things. So  
18 corrections, as a whole, prison operations, it's going to  
19 look quite a bit different when ISTUTE comes in. It's  
20 going to look different in how we're going to provide  
21 these multitude of services in a way that meets the needs  
22 of the inmates, but at the same time I'm pushing everyone  
23 to think differently. I'm telling them, just because I'm  
24 pushing you to think differently, it's not I'm saying no  
25 security. We can't successfully do any of those to

1 include SUD if we don't think differently. There's a  
2 large implementation room for SUC. They have -- I'm  
3 really having people push themselves to include -- it's a  
4 wild idea to have the prisons flush it out.

5 Why don't we have it open -- chow house open 16  
6 hours like an education campus when it fits their  
7 medication, education, everything else. Well, maybe  
8 8:00. Well, maybe at break you come in and grab a snack  
9 instead of traditional lunch. I'm pushing them. It will  
10 be a work in progress and one helpful for the Board if I  
11 can get someone to synthesize in SUD in a 20-minute  
12 conversation. Maybe that will help.

13 MR. WALKER: Ryan Souza. Any other questions?

14 CHAIRMAN DIAZ: We've had some good discussion.  
15 We have a motion on the floor to adopt the action item A.  
16 We've had discussion. Is there a second?

17 BOARD MEMBER WEBB: I'll second.

18 CHAIRMAN DIAZ: Second by Board Member Webb.

19 MS. MURRAY: Member Aghakhanian?

20 BOARD MEMBER AGHAKHANIAN: Aye.

21 MS. MURRAY: Member Webb?

22 BOARD MEMBER WEBB: Aye.

23 MS. MURRAY: Member Davison?

24 BOARD MEMBER DAVISON: Yes.

25 MS. MURRAY: Member Kelly?

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BOARD MEMBER KELLY: Yes.

MS. MURRAY: Member Jennings?

BOARD MEMBER JENKINS: Yes.

MS. MURRAY: Member Martin?

BOARD MEMBER MARTIN: Yes.

MS. MURRAY: Vice-Chair Singh?

VICE-CHAIRMAN SINGH: Yes.

MS. MURRAY: Chair Diaz?

CHAIRMAN DIAZ: Yes.

MS. MURRAY: Member Jamison?

BOARD MEMBER JAMISON: Yes.

MS. MURRAY: Motion passes eight to nine.

CHAIRMAN DIAZ: We're going to move on to action item B.

MR. WALKER: Action item B is designation of cash. You heard me talk about that annual plan. There was some concern about the Board, rightfully so, that our cash on hand was going to diminish down to about \$25 million. So we then -- I'll say now we keep an eye on that to make sure we have enough funds to operate efficiently and effectively.

Some of the revisions that we've done to the capital outlay that we don't think are necessary at this time, the designation of cash is actually going to increase, we project, at the end of the fiscal year by

1 about five million. So we'll go from 25 million to 30.  
2 Any questions, concerns, thoughts on that? Our chair has  
3 left the room.

4 BOARD MEMBER MARTIN: Real quick, I do have a  
5 question. Acquisition of new capital assets decreased by  
6 five million from the approved only plan to the proposed  
7 mid-year. What is that?

8 MR. WALKER: There was a press break at Solano  
9 State Prison for \$770,000 which was approved, and we went  
10 back and looked at that. It was one of those things that  
11 that particular piece of equipment is used to make the  
12 curved boards on a snowplow. We didn't have any in-house  
13 orders for that. So for \$770,000 it didn't seem like  
14 that was a good spend of that money.

15 The other thing is we're looking at the dairy.  
16 There was a pole barn that we approved 1.2. Cat loader,  
17 that was a couple hundred thousand dollars. With the  
18 dairy, we're looking at all those expenses and what's  
19 going to make sense going forward and that may come back  
20 once we get to the other side of that.

21 There was a half-million dollar for a Desma shoe  
22 manufacturing machine down at CMC. At some point we've  
23 got to do something there. One is we're able to do the  
24 production with the equipment we have. The risks that we  
25 run there is that machine is old, we kept it running, and

1 we believe we'll keep it running. But if it blows up  
2 tomorrow, we'll have to buy out part of that. That's  
3 doable as well. We'll be able to maintain production  
4 with what we've got. There's some other equipment out  
5 there that costs less money that may be a better option  
6 for us. The other thing on the table there is, is it  
7 time -- does it make sense for us at some point to  
8 consolidate the shoe operation at Donovan with the shoe  
9 operation at CMC? Again, it's one of those I want to  
10 work through all of that before I spend a half-million  
11 dollars on a piece of equipment, 250,000 on  
12 infrastructure if we can get done with what we've got.

13 MR. DAVIDSON: If you look at Exhibit B-2, it  
14 gives you that breakdown, what was approved for the  
15 annual plan and what's included in this 9.2.

16 MR. WALKER: Any other questions? I would  
17 recommend approval of the cash designation.

18 BOARD MEMBER AGHAKHANIAN: I move that we  
19 approve the designation of cash for the fiscal year 19-20  
20 for support of operations as presented.

21 BOARD MEMBER JENKINS: I second.

22 CHAIRMAN DIAZ: Motion by Member Aghakhanian,  
23 second by Mr. Jenkins.

24 MS. MURRAY: Member Akhakhianian?

25 BOARD MEMBER AKHAKHANIAN: Aye.

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MS. MURRAY: Member Webb?

BOARD MEMBER WEBB: Aye.

MS. MURRAY: Member Davison?

BOARD MEMBER DAVISON: Yes.

MS. MURRAY: Member Kelly?

BOARD MEMBER KELLY: Yes.

MS. MURRAY: Member Martin?

BOARD MEMBER MARTIN: Aye.

MS. MURRAY: Member Jamison?

BOARD MEMBER JAMISON: Aye.

MS. MURRAY: Vice-Chair Singh? I believe he has left the room.

Chair Diaz?

CHAIRMAN DIAZ: Aye.

MS. MURRAY: Motion passes eight to nine.

CHAIRMAN DIAZ: Moving on to action item C, this is the Authority's report to the legislature.

MR. WALKER: I'd like to bring Michele Kane up here. She's worked tirelessly on this thing. I will tell you, there's a small change that needed to be made so Zoey is going to pass out the latest version. With that, I'll turn it over to Michele Kane to walk you through that report.

MS. KANE: Good morning, Board Members. I'm going to take you through a walk through with this

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report, so let's do it together. In your binders, of course, you found a copy of the Report to the Legislature Fiscal Year 2018-19. First off, I would like to thank Stephanie Eres, graphic designer, Aaron Schultz, Manny Chavez who took the amazing pictures and all the staff updating this. This is truly a team effort, but it's a compilation of a lot of good work here.

Some of the highlights of this year. I'm going to turn the page. Of course, the first page, I think that says it all right there. That's Vera Salcedo. She's one of our main success stories. We'll turn to page two and three. We're going to highlight our mission, other goals along with correctional industries, which continues to show CDCR is the largest customer for CALPIA.

On page four, we love to highlight our career technical education programs that continues to generate positive media attention. On page five, our joint and free venture programs. Those two programs, by the way, they gave over \$116,000 to victim restitution for fiscal year 2018-19. That's incredible.

We turn our attention -- now I'm going to fast forward. You see the industry employment program. We're going to highlight state apprenticeships. They are offered now at every institution. That was at CMC. That

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was a great turn-out there. On page nine, accredited certifications. Of course, we have more than 134 nationally recognized certifications in fiscal year 2018-19. We had more than 100 -- 11,900 participants successfully completed an accredited certification program. That is a 55 percent increase from the year before. So that's big news right there.

On page 12, keep moving, we're going to highlight CALPIA's prison to employment partnership. That is huge for that fiscal year including now. We continue to work with CDCR, the California Work Force Development Board, and the State Building Construction Trades Council is strengthening the state's pre-release construction trade program. That is all highlighted right there.

On the next page you will see how we partnered with the National Institute of Corrections, that's with the Department of Justice, to improve re-entry. Increase employment retention rates for formerly incarcerated individuals. On page 15, you can read more about -- Scott mentioned it this morning -- the tattoo removal program. Also on this page, first CALPIA customer model joint venture program. That's through our laundry service program. That's doing quite well.

Turning the page, we have other training.

1 Highlighting coding, autoCAD, culinary, keep turning, we  
2 have pre-apprentice roofing, carpentry, ironworking. We  
3 talk about the post-release employment training again.  
4 Turning to our commercial dive program that continues to  
5 just draw so much media attention at CIM. The  
6 autocad program that was launched at Pelican Bay State  
7 Prison, they are both featured in this.

8 On page 22, turn the page there, you'll see you  
9 guys. That's all the financial activity. We have the  
10 financial overview. You guys have already kind of went  
11 over all those, especially earlier with the annual plan.  
12 On page 24, turn the page, offender positions for fiscal  
13 year 2019-20. CALPIA's annual plan includes 7,802  
14 offender positions.

15 Moving on, page 26, this is my favorite page.  
16 This is successful outcomes. I love this page. These  
17 are a few of the success stories. It's great to see men  
18 and women coming out of our programs with successful  
19 careers. If you haven't seen the video, please watch the  
20 video on our Youtube channel that's highlighting Steven  
21 Smith.

22 Jump now to page 30. You'll see some really  
23 great pictures in significant impacts. But the  
24 significant future changes, that's the return of the  
25 adult Medi-Cal optical benefits that we talked about, how

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CALPIA continues the process of establishing a new optical manufacturing enterprise.

Page 31 is showing enterprise improvements. That's including all the optical automation that's underway, HMF improvement, as well as water conservation projects for laundry. Page 32 includes our fastest growing products for fiscal year 2018-19.

Height-adjustable tables so people can stand or sit at work, that was our number one product.

Page 35, the opening of the pre-apprentice construction labor and computer coding programs. On that page you're going to see Governor Newsom. He toured CALPIA programs and spoke at that event. Some great pictures. That's highlighted there.

On page 37, we're going to read about improved processes including the new employee orientation redesign. And then on the following pages it's going to include the summary of Prison Industry Board action items, the financial plan, the designation of cash, the enterprise overview, offender assignment, offender positions by location and then there's the maps.

Upon your approval, the copies, of course, will be sent to the legislative counsel, the Secretary of the Senate and Chief Clerk of the Assembly. I will be walking along the capitol corridors and passing out this

1 report. I pass it out to legislators and staff. It's a  
2 wonderful piece. I believe it kind of showcases what  
3 we've done in the year. We will also post this to our  
4 website. This serves as useful resource to direct  
5 inquiries from the media, legislature and other  
6 stakeholders.

7 With that, I ask you to approve the report to  
8 the legislature.

9 BOARD MEMBER AGHAKHANIAN: Is this available to  
10 the public or --

11 MS. KANE: Yes.

12 BOARD MEMBER AGHAKHANIAN: I think the fact I'm  
13 smiling on page 22 --

14 CHAIRMAN DIAZ: You should not be?

15 MS. KANE: That's a good picture of you.

16 BOARD MEMBER MARTIN: I want to say great job on  
17 this. It's been improving every year. I think this is  
18 the best one yet. So congratulations. I think it really  
19 speaks to what PIA does. And as Dr. Aghakhanian said, we  
20 really need to express what it is that PIA does and all  
21 of the value that we really do bring to the community, to  
22 California and to CDC. So a great job.

23 BOARD MEMBER AGHAKHANIAN: If it is possible,  
24 can we get some copies mailed to us so I can give it to  
25 our legislature friends?

1 CHAIRMAN DIAZ: I'm curious. Do you or -- let  
2 me ask it this way. What type of feedback have we  
3 received from staffs or law makers on prior reports? I  
4 think this one is excellent. Like Mr. Martin said, it's  
5 probably the best one. In the past, what type of  
6 feedback have you had?

7 MS. KANE: What they do is they look at the  
8 pictures first -- like most of us, they'll look at the  
9 pictures, but it speaks volumes. I love it because we  
10 have one direct message in here and staff uses this as  
11 well. So if we have any, oh, what did we say about that  
12 program, we'll go to the report to the legislature and  
13 look at that. But the feedback has been overwhelming.  
14 We just included the success stories in here. I do love  
15 seeing that as well as staff. I love the picture in the  
16 front there. They didn't know they were going to be on  
17 the cover.

18 CHAIRMAN DIAZ: If there are no other  
19 questions --

20 BOARD MEMBER WEBB: This is a great story minus  
21 the license plates. There's no mention of license  
22 plates.

23 MS. KANE: Thank you.

24 CHAIRMAN DIAZ: Do we have a motion on this  
25 action item?

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BOARD MEMBER MARTIN: I motion to approve.

CHAIRMAN DIAZ: Motion by Member Martin.

BOARD MEMBER AGHAKHANIAN: Second.

CHAIRMAN DIAZ: Second by Member Aghakhanian.

MS. MURRAY: Member Aghakhanian?

BOARD MEMBER AGHAKHANIAN: Yes.

MS. MURRAY: Member Webb?

BOARD MEMBER WEBB: Aye.

MS. MURRAY: Member Davison?

BOARD MEMBER DAVISON: Yes.

MS. MURRAY: Member Jenkins?

BOARD MEMBER JENKINS: Aye.

MS. MURRAY: Member Martin?

BOARD MEMBER MARTIN: Yes.

MS. MURRAY: Vice-Chair Singh?

VICE-CHAIRMAN SINGH: Aye.

MS. MURRAY: Chairman Diaz?

CHAIRMAN DIAZ: Aye.

MS. MURRAY: Motion passes nine to nine.

CHAIRMAN DIAZ: Thank you, Michele.

We're now going to move on to action item D,  
general facilities maintenance and repair.

MR. WALKER: First I would ask the general  
manager of operations -- we will walk you through this  
action item. For any members of the public, if you have

1 any comments you'd like to make, feel free to fill out a  
2 comment card and give it to the secretary and we will  
3 take your questions. Scott Perkins.

4 MR. PERKINS: This is the sunset of the GFMR  
5 pilot program. The general facilities maintenance repair  
6 program was established for two years and to transition  
7 to CDCR. That implementation took place January of 2018  
8 through May of 2018. The purpose was to provide  
9 entry-level training on building maintenance to offenders  
10 and then those offenders would then be hired into CDCR  
11 into IWL to plant operations. Two year spans CDCR was  
12 going to hire offenders, determine if that was a good  
13 approach, met their needs, if that was a good idea.

14 Currently the program is at 34 institutions. It  
15 provided for 408 offender assignments and 53 civil  
16 service to have staff to run that. To support the  
17 training efforts, we implemented the TPC training  
18 certifications, TPC 360, and we augmented that training  
19 with some hands-on training utilizing the HFM work  
20 orders. So that's how we took this approach.

21 Now that we've come to the end of that two-year  
22 cycle, we compared those two approaches, the old HFM  
23 approach with the six staff that we used to manage those  
24 work orders, as compared to what we have with the 408  
25 offender positions and 53 staff, and those differences

1 were in the tune of about \$.9 million to run it and to  
2 take care of those work orders with those six staff as  
3 opposed to the 7.93 million that it takes to get those  
4 work orders done with the 53 civil service staff and 408  
5 offenders.

6 So the primary cause of some of those issues  
7 were adding -- obviously, the added staff. We didn't get  
8 quite the impact we thought we would get with the number  
9 of work orders we were able to get to with the GFMR  
10 program. The GFMR was restricted to that one yard where  
11 those offenders were housed on and a lot of the  
12 institutions those offenders aren't allowed to cross  
13 yards due to security concerns. That kind of cut those  
14 work orders down. The training piece that was intended  
15 to help support the CPC hands-on training was eliminated.

16 A lot of those work orders that were completed  
17 by those offenders were just the minor maintenance repair  
18 of -- the small patch, paint type of work. So really  
19 didn't strengthen their hands-on training in the areas  
20 that IWL and plant operations do. So we had some success  
21 in those TPC trainings, those certifications. We handed  
22 out about 70 percent of certifications to those offenders  
23 who earned those. We took those TPC training programs  
24 and pushed them out, but it really just doesn't seem to  
25 be a good fit here with PIA. So with this action time

1 we're requesting to approve the sunset of the GFMR  
2 program.

3 BOARD MEMBER MARTIN: You know I'm going to ask  
4 questions. So in looking at this, the staff total you  
5 have right now is 53 and you have 408 offenders, 34  
6 facilities. So that's quite a few people. What happens  
7 once you sunset this program? I understand it was a  
8 trial process and really there's no revenue ~~a~~ all for  
9 PIA from this program. The training -- we trained 204  
10 individuals roughly, right, or 208, whatever it was, but  
11 what are we doing with all these people?

12 MR. PERKINS: When we take those down, those  
13 offenders that are in the GFMR program, we'll push those  
14 out to the existing PIA programs. There's always HFM.  
15 We've got that program in all the yards. So they'll be  
16 able to work their way back into those programs and any  
17 other industry we have available to those yards.

18 MR. WALKER: Just to be clear, we've got  
19 about -- I think 328 is the number assigned today, so the  
20 408 is a budgeted number. The 53 as well. We actually  
21 have 46 in those positions. It's going to be a  
22 challenge. The goal is to keep the narrative going that  
23 we talked about earlier where even with this diminishment  
24 we want to keep that number assigned going up. My goal  
25 was, in June, when we come back, the assigned number,

1 even with this action, does not decrease. A lot of the  
2 institutions where we have a big presence, we're going to  
3 push as many as we can back into the traditional  
4 programs. After six months, roll these folks into the  
5 IWL and plant operations.

6 One of the challenges in this program was just  
7 that, when they get through the program, there wasn't  
8 sufficient vacancies in plant ops or IWL at these  
9 locations to absorb them. We've taken a printing program  
10 that's supposed to be six months where those folks are in  
11 that program and treading water. A lot of these folks  
12 were pulled out of HFM programs, and we can put them back  
13 in there into plant ops. The fact of the matter is, I  
14 expect, if we're not going to be in this program, I don't  
15 know that we're going to be able to place everybody.  
16 That's going to be the goal. We kind of held back on  
17 some of the assignments to try to soften the blow. We've  
18 held back some of the civil service employment to kind of  
19 soften the blow.

20 I don't like the fact that people's lives are  
21 going to be impacted through this process. If you look  
22 the cost, the benefit to this thing, certainly I get the  
23 human side of this thing, the Board is authorizing \$7  
24 million a year to provide these services. If you look at  
25 this, this is a crazy number, I'll throw it out there, we

1 are spending about \$1500 per work order to get this just  
2 for labor. Most of the thing is minor patch and paint.  
3 It looks good on paper. The discussion was not what we  
4 needed and what we ended up with is not a good use of our  
5 resources. We're going to try to do that. There are  
6 going to be people impacted by this.

7 If the Board approves this approach, this is not  
8 tomorrow game over. It's going to be through the next  
9 six months. Talk about a strategic way to unwind this so  
10 we can minimize the impact to offenders and staff that  
11 are in these programs. I'll tell you part of this is --  
12 there's a lot of anxiety out there, rightfully so,  
13 because this thing has been up in the air. I think it's  
14 important to bring that back here and start to give  
15 people some clarity.

16 I will have a conference call after this meeting  
17 to talk to field staff about what happens here and talk  
18 to them about we do this thoughtfully. There's some  
19 really good people in this program that are die hard PIA  
20 folks who want to do a good job. It kills me I'm going  
21 to impact their lives. We're going to do this  
22 thoughtfully. We're going to take our time to do it  
23 right and take probably more time than we should take to  
24 try to minimize the impact.

25 BOARD MEMBER MARTIN: I don't disagree that we

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need to phase this out. It was a two-year program. It should be phased out. Sounds like you thought it through, how you're going to phase it out. Is CDCR ready to take on those 6,000 ducats, work orders?

CHAIRMAN DIAZ: Well, I tell you, this has always been the struggle with this program. The plant operations staff, them recognizing that the work orders that get submitted when it comes in a hospital setting they have to be priority one. It's right among Title 22. Those have to take priority.

CDCR is waiting on a decision from this because they're aware we have to retool and we now own this requirement, this mandate, and so they're well aware of it. We tooled down staffingwise because we felt PIA was going to take this over, but they've also been keeping an eye and hearing from PIA how challenging it's been, number one, to do this at the right time and right place because the need of the area that needs to get repaired, you just never get to it because there's always another service going on. If that's the case, they're going to have to be doing these jobs in hours they traditionally wouldn't be working. The hospital is 24/7. So they're well aware of it. We know we have the mandate, and I know health care services will keep a close eye on this.

BOARD MEMBER MARTIN: Here's my question to tie

1 it all together. Has CDCR and PIA been in communication  
2 how to transition through this process and maybe they can  
3 take some of those assignments into CDCR?

4 MR. WALKER: I've talked to Dean Borg, the  
5 acting director of the facility planning construction  
6 maintenance for CDCR, about what do we do after this.  
7 And the other is, is there interest in facilities in  
8 taking this over. The latter was, no, they don't have  
9 the funding, it's not their programming. Part of this  
10 is -- the negotiation here is to actually go back to what  
11 we did before. We were able to do 6,000 work orders  
12 statewide with six people statewide. So there still is a  
13 requirement contractually with us through the receiver's  
14 office to provide this minor maintenance.

15 The notion would be to go back to where we  
16 started, put some skilled laborers out there, be able to  
17 do that minor paint and patch that allows us to  
18 effectively clean up those areas, sanitize those areas.  
19 We're going to do that. Mr. Diaz's point there still --  
20 it's a target-rich environment when it comes to  
21 maintenance and repair. One of the things this will help  
22 us do, plant ops has been become quite strained at some  
23 plant ops, so you already had this contingent of people  
24 that were worried about taking over their jobs, taking  
25 their overtime, and now we had to get the material to do

1 their jobs. It's a lot more effective -- we're going to  
2 reconstitute that part of it and an opportunity for CDCR,  
3 somebody to step up as well.

4 BOARD MEMBER AGHAKHANIAN: Out of curiosity, I  
5 have a question. I know that your concern is, where are  
6 these inmates going to go after this? You talked about  
7 setting up an environment now just if we had the option  
8 of putting up a program quickly, which is going to be  
9 very -- whatever the environment is. What would you  
10 say -- which program would you recommend?

11 MR. WALKER: We're always looking to expand the  
12 traditional construction industry stuff. One of the  
13 things I'm looking at now is we're moving computers  
14 around, expand in what we do in E-waste and they're  
15 building a factory at Folsom. That's one area.

16 I talked to Member Kelly this morning. The  
17 other thing that has worked well is our partnership with  
18 the unions out there when it comes to laborers,  
19 carpenters, ironworkers. Those programs are pretty damn  
20 effective. They don't have the constraints and  
21 restrictions of this program, and we can set those up  
22 fairly quickly and we have a model that works, quite  
23 frankly.

24 Part of this will be to work at, now we've taken  
25 this down, where does it makes sense to maybe expand some

1 of those programs, start to bring those numbers back up  
2 but also have an impact at those institutions that have a  
3 lot of those deferred maintenance. The relationship  
4 mainly because of the discussion or roll out, I don't  
5 know, not to say we never had trouble with the carpentry  
6 or laborers a lot less than this side of the fence. A  
7 lot of this has -- CIW, we've been operating out there  
8 ten, 12 --

9 BOARD MEMBER KELLY: My hair wasn't nearly this  
10 gray.

11 MR. WALKER: We went in there with a different  
12 approach. We weren't going to them asking them to give  
13 us their work orders. We were identifying projects that  
14 had been just sitting there. It wasn't a matter of who  
15 was going to do it. It was a matter of was it going to  
16 get done or not. They didn't have funding. It was low  
17 on the priority list. We were able to go in there and do  
18 all these things on the warden's wish list that would not  
19 have been done otherwise. Plant ops kind of got that  
20 after. We asked for material asking for work orders, so  
21 that, from their perspective, was taking food out of  
22 their mouth.

23 To answer your question, that's one of the  
24 places that I think we could expand easily and have a  
25 better outcome than what we're looking for.

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BOARD MEMBER AGHAKHANIAN: Just I would like to see maybe next time kind of a quick statement about this is what's working and also looking at some newer programs that we brought forward that have been successful. We also need to be ready for what -- the job markets are changing. I know we got into technology now. I know I was talking to the Amazon folks. They're desperately looking for people who can do warehousing, which is not that complicated. The certification program is not that expensive. But some of the students who would want to learn it who might have a little background when they come out versus certification when they come out. These are industry job markets, warehousing. I think those are the industries, also, not so heavily impact in terms of machinery. It's more intellectual property, but it's not that expensive either. That's one area.

MR. WALKER: I don't disagree. We've done some work with the Lee Manufacturing. We need to refresh that. We kind of lost our way on that. Good point. Any other questions I can answer or Mr. Perkins?

CHAIRMAN DIAZ: Do we have any public comments on this?

MS. MURRAY: I do not.

BOARD MEMBER MARTIN: Motion to approve.

BOARD MEMBER AGHAKHANIAN: Second.

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CHAIRMAN DIAZ: Motion Member Martin, second by  
Member Aghakhanian. Call the roll.

MS. MURRAY: Member Aghakhanian?

BOARD MEMBER AGHAKHANIAN: Aye.

MS. MURRAY: Member Webb?

BOARD MEMBER WEBB: Aye.

MS. MURRAY: Member Davison?

BOARD MEMBER DAVISON: Aye.

MS. MURRAY: Member Kelly?

BOARD MEMBER KELLY: Yes.

MS. MURRAY: Member Jenkins?

BOARD MEMBER JENKINS: Aye.

MS. MURRAY: Member Jamison?

BOARD MEMBER JAMISON: Yes.

MS. MURRAY Vice-Chair Singh?

VICE-CHAIRMAN SINGH: Yes.

MS. MURRAY: Chair Diaz?

CHAIRMAN DIAZ: Yes.

MS. MURRAY: Motion passes nine to nine.

(Recess taken.)

CHAIRMAN DIAZ: I'd like to call the PIA board  
meeting back into session. We took a short break and  
it's 12:38. I believe we have a quorum. So I think  
we're going to move on to information item E, optical  
enterprise. Scott.

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MR. PERKINS: I'll give an update on the optical expansion, going to be a recap of what Mr. Walker covered in his opening. But the state plan amendment was approved. The funding is coming back as of January 1st of 2020, which is a good thing. We were kind of waiting in anticipation for that to happen. Medi-Cal has updated the payment codes for the adults and we'll start getting those adult orders. We had a meeting with the Department of Health Care Services and we're all in lock step with the return of these benefits. Just touch on the three counties that are coming back along with that January 1st. Looking at a total of about three-quarters of a million dollars of added revenue is what we're anticipating for those three counties coming back. The CCWF expansion, we've got the state fire marshal approval. Since then we've had vendor bids, so those bids should be coming back and we'll have a good understanding of what that cost would be for the improvement of that area of that annex. We're still in the state fire marshal planning approval for the lab itself. So once that is approved, we will follow suit with the annex that's available so we understand the added expense in that upgrade. The two facilities, the enterprise at VSP and enterprise at Solano, those will continue to work on their deficiencies in those programs

1 in anticipation of the added orders there. We're sitting  
2 good. Questions?

3 BOARD MEMBER KELLY: Just a quick one. You made  
4 sure all the security precautions are all taken care of  
5 so we have no problems?

6 MR. PERKINS: Our MIS team have worked together  
7 to fix all those concerns.

8 BOARD MEMBER KELLY: Thank you.

9 CHAIRMAN DIAZ: It's just an information item.

10 BOARD MEMBER MARTIN: Just real quick, when do  
11 we anticipate actually having the fire marshal approval?  
12 Do we know that? And then when do you think this will  
13 actually get off the ground? We've been talking about it  
14 for almost a year now. Back then we said we can fast  
15 track it, it's going to be done before 2019, and now the  
16 new vision is 2020.

17 MR. PERKINS: We're looking to hopefully start  
18 construction this next spring and have that completed  
19 within that next year. We're looking at 2021 for the  
20 completion of that lab.

21 MR. WALKER: As far as the fire marshal, I wish  
22 I knew. We've gone back and forth. The concern I had is  
23 I'm still not sure exactly what the scope is they're  
24 asking for. They're talking about fire sprinklers at the  
25 last RFI. My hope is we get that back soon so we go out

1 to bid this spring. The plan right now is about a year's  
2 construction. Hopefully get that ordered in spring. The  
3 good news with VSP and Solano, we've added enough  
4 capacity with second shifts and all that, that we'll be  
5 able to handle that.

6 The other thing that's good is the annex part --  
7 we still need a place to process those to make sure  
8 there's no personal information that gets through that  
9 annex. So that's out to bid so we can expand that annex  
10 at CCWF to process the influx of orders that's coming.

11 There's a heavy lift here, a lot of stuff that  
12 needs to get done. But I'm fairly confident, as I sit  
13 here, we've got all our ducks in a row. It's one thing  
14 to on paper look at this stuff, the numbers and  
15 capacities, and to actually do it. We haven't  
16 necessarily stress tested to the extent I'd like to. But  
17 I think that -- I don't wake up until 3:00 or 4:00 in the  
18 morning instead of 1:00 or 2:00 about where we are in the  
19 process.

20 BOARD MEMBER MARTIN: When we approved this, we  
21 based it on a certain budget with costs for that time  
22 period. Costs have drastically changed. What  
23 contingencies do you have in place or what do you have in  
24 place if the costs go well over what we originally  
25 approved?

1 MR. WALKER: The way we're doing this is what we  
2 think we would spend this year that's already approved.  
3 So what will happen at the annual plan. Once we've got  
4 those real costs, before we start to spend that money,  
5 we'll come back and say, this is where we sit today,  
6 here's what we expect those costs to be to move this  
7 thing forward. And the equipment side, I think we're  
8 good. Maybe we overshot on that one. So part of this is  
9 going to be an annual plan to really go back and look at  
10 what we need to augment those two other labs.

11 Part of the original rationale in this thing is,  
12 because we really didn't know at the time we started  
13 doing this, where those numbers were going to be. If you  
14 look at the Medi-Cal population, there's 6.6 million  
15 people on Medi-Cal in the State of California. If you  
16 look at the adult benefit, 13 to 16 percent of those  
17 folks, \$5.4 million on the low side and 6.2 million on  
18 the high side.

19 With that, I think given the -- those two labs  
20 we can get their -- part of the problem is getting them  
21 to believe they can actually do what that equipment is  
22 designed to do. CCWF is a bit of a work from process.  
23 When we originally started, the notion was to create a  
24 super lab that had all these capabilities. I'm not sure,  
25 given where we are today, we can do that. Long story

1 short, we're going to stay within the budget we currently  
2 have and annually have a conversation about where it  
3 comes from there.

4 BOARD MEMBER MARTIN: Is there numbers out there  
5 that shows what the ROI is and what we're doing with the  
6 other two institutions, what the ROI will be on the new  
7 building and how soon we will actually have return on  
8 investment?

9 MR. WALKER: Not the exact number, no. We have  
10 those numbers -- if you look at optical right now, I will  
11 tell you the conservative net profit on optical is 35  
12 percent. So we -- we've never raised the price of eye  
13 glasses since the inception of this program because we  
14 don't need to. There's going to be a diminished ROI.  
15 The reason for that is to some degree -- it's still going  
16 to be a very good program, but like any business you make  
17 more money utilizing equipment you've got for as many  
18 hours as you possibly can.

19 But we've got a dual mission here somewhat.  
20 We've got -- a subordinate mission is to run a business.  
21 Primary mission is to decrease recidivism. We want a  
22 program where we want to change those outcomes. So  
23 optical will still be a very healthy enterprise next to  
24 license plate.

25 When we're through with all of this, I expect

1 those numbers are going to come down a little bit. We'll  
2 run a third plant. Like it or not, it will cost money.  
3 I think that's part of the thoughtful approach of this is  
4 to right-size that plant and not shoot for the moon so we  
5 have so much capacity that we'll never leave it.

6 The market, once we get past Medi-Cal, I don't  
7 think there's anything that's going to happen. But at  
8 the annual plan we'll have a very clear view of where we  
9 need to be and come back to the Board and say, here's  
10 where we are at, maybe we need to augment that.  
11 At that point I'll tell you what that ROI is going to be  
12 on all three of them.

13 CHAIRMAN DIAZ: Any other questions? Okay. We  
14 will move on to information item F, lost hours fiscal  
15 year 19-20. Mr. Walker.

16 MR. WALKER: I would like to bring up Mr. Fisher  
17 who is not the assistant general manager of workforce  
18 development. He was born to that position a few weeks  
19 ago. There's a lot of stuff going on up there with the  
20 Industry's employment program, the certifications, the  
21 apprenticeship programs with the Department of Industrial  
22 Relations and Department of Apprenticeship Standards.  
23 Randy has weighed into this stuff effectively and been  
24 able to move the needles on a lot of them. I applaud  
25 that effort.

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MR. FISHER: Good afternoon, Mr. Chairperson and Members of the Board.

So we're going to tell you about the lost hours process and what's going on. We report on this every time we actually have a meeting.

So if you please turn to item F in your binder, I will go through the updates for the first quarter fiscal year 2019-2020 and that covers the period from July 1st through September 2019. As you know, lost hours are a mechanism by which CALPIA production time that is lost in the field by employees based on total hours available during the work quarter. There are various reasons. We kind of went through this last time. Custody could be a reason, ducats, industrial related reasons, movement, lots of various factors. We try to monitor all of that to report to you folks on.

California PIA institution works with respect to CDCR counterparts to maximize the total hours of productivity and minimize the production time lost. ISUTE is one of those we're working on a great deal. As you can see from the charts in the exhibits, there has been a ten percent in the lost hours overall between last quarter and this quarter, which is actually a good number. Industrial lost hours decreased almost by half. Lost hours due to offender vacancy also by 11 percent.

1 We still see some lost hours that have  
2 increased. Some of those have to do with custody reasons  
3 up 21 percent, ducats also increased four percent, and  
4 there's a category of the rest of about ten percent.  
5 Overall, we've had a great reduction of lost hours.

6 Lost hours as controlled by CALPIA I give credit  
7 to our field administrators and staff to manage as well  
8 as offender staffing. I give credit to our -- get our  
9 positions filled assisting with the wardens and our staff  
10 in keeping it going and also prioritizing needs that are  
11 coming in the future rather than by institution. Lost  
12 hours due to industry related reasons, we are working  
13 with each location to determine those staffs.

14 Lastly, I'd like to highlight the lost hours for  
15 female population. The first quarter we saw a slight  
16 decrease of about 6.45 percent in number of females  
17 filling CALPIA assignments, 1,551 to 1,451. At the same  
18 time we saw an increase in lost hours by about six  
19 percent that went from 155 to 164,000 hours. This  
20 increase is due to a couple things. At CIW there was  
21 some temporary interruption, custody related, a lot of  
22 factors involved and that was the main focus, but that's  
23 been changed.

24 Once again, I want to commend our staff for  
25 doing the best they can in the restrictive setting of the

1 prisons. We are maximizing the time support from  
2 rehabilitation. Also, I want to comment overall  
3 reduction of hours last time we reported, that's when  
4 inventory was being taken care of. There was a lot of  
5 lost hours with respect to inventory. Some of the  
6 corrections Mr. Walker was talking about we'll take care  
7 of in the future.

8 With that, I conclude my presentation. If you  
9 have any questions, I would be happy to try and answer  
10 them for you.

11 BOARD MEMBER DAVISON: Are the medical EPO  
12 priority ducats -- on the job injury is considered in  
13 ducats?

14 MR. FISHER: That's one of the things we're  
15 going to monitor is this ducat process for ISUTE. We'll  
16 try to avoid that.

17 BOARD MEMBER DAVISON: When we look at the  
18 percentages or -- I'm looking at the chart --

19 MR. FISHER: Which one?

20 BOARD MEMBER DAVISON: Actually, any one. When  
21 I look at the diminishing -- the institutions -- let's  
22 say the total lost hours due to first quarter, the fourth  
23 quarter total lost hours, so that it goes from the  
24 percentage -- the largest percentage to the smallest  
25 percentage. Does some of that have to do with the number

1 of programs that we also have at those particular  
2 institutions, or is that just strictly are we comparing  
3 apples to apples?

4 MR. FISHER: Overall I think the lost hours --  
5 the facility, of course, has a lot of staff involved in  
6 that. If one of those parties was brought down, the  
7 percentage would be less. The percentage can fluctuate  
8 that way. CTF, the increase in institution modified  
9 programs at that facility for July, August, September,  
10 there was a lot of programming there, so that would make  
11 a change. CCI also modified their programs. There was  
12 some mission changes that got involved in those  
13 processes. Ducats -- Solano, for example, increased the  
14 offender medical appointments and their education,  
15 recreation program, so we kind of had to work with those  
16 coordinators and that's kind of the indicator. Avenal  
17 also had an increase in their medical appointments.  
18 They're all kind of a little bit different.

19 BOARD MEMBER WEBB: CMC?

20 MR. FISHER: Couple reasons could be we have the  
21 inventory process and also CMC had some fog. That also  
22 can make some changes with respect to that. It's amazing  
23 the things that can happen when you're running a small  
24 city. Even fog and all kinds of problems come up.

25 MR. WALKER: One of the things we talked about

1 earlier, some of this stuff is just absolutely crazy.  
2 WF, where you've got 60 percent of available hours are  
3 lost, a lot of that was driven by the fact those  
4 assignments are never going to be filled. We didn't need  
5 some of those assignments. Being those assignments are  
6 down, it's going to be interesting to see what the next  
7 quarter looks like. There's still going to be isolated  
8 spots out here. I believe CDCR has adjusted their policy  
9 to places like Corcoran, CTF, where it was very, very  
10 problematic for a lengthy period of time are going to  
11 clean up as well. The work development coordinator,  
12 certainly it's part of their role to go out and identify  
13 the situations. Ducats, I don't see those really being a  
14 big problem. These are just things that we've got to  
15 manage our way through.

16 And, again, I emphasize right-sizing these  
17 programs is going to help with the way these things like  
18 also, our focus, so we're not paying attention to an  
19 institution or program where we have a hundred in the  
20 budget but we really need 60. It's going to be really  
21 interesting to see how this looks in the next quarter.  
22 There's going to be working environments where there's  
23 challenges. That's going to be ongoing. It's going to  
24 to look better.

25 MR. FISHER: Also, the two line charts in the

1 back deals with the offenders -- there's been  
2 traditionally a difference between the two. We've been  
3 able to refute that gap as we right-size our positions  
4 that will also close and that will probably give us a  
5 better read out in how we're doing with some of those  
6 processes.

7 BOARD MEMBER MARTIN: Real quick. I know,  
8 Scott, you and I spoke about right-sizing some of these  
9 programs and truly making it so we understand what our  
10 vacancies are or what they really aren't. How long is  
11 that process? Six-month process, a year process? What  
12 does that look like?

13 MR. WALKER: Primarily be done the first day of  
14 January because there's no offenders in those  
15 assignments. It is a budget number and that number will  
16 be corrected with the mid-year revise that will be  
17 released the 1st of January. There is a couple programs,  
18 one being CCI fabric, where we have too many offenders.  
19 Joe Sullivan, the warden, has done a great job of filling  
20 those positions and some of those positions we did not  
21 need.

22 It was interesting the conversation I had with  
23 the administrator down there because it's been taboo, for  
24 lack of a better term, to bring down offender  
25 assignments, but we are going to right-size that program

because there is some shenanigans going on down there because we have folks that have too much time on their hands. But effective January 1st both of these changes will be -- it's just bringing down budget numbers.

BOARD MEMBER MARTIN: You know you always need to train individuals and, as some leave, some need to be coming in and be trained. I know these budget numbers are what you need to run efficiently, but have you thought about what you need to run continuously, meaning these guys are going to leave -- ten percent, 20 percent of our work force is going to leave annually, make sure we are replenishing and filling prior to them leaving so that they're training properly before.

MR. WALKER: What's interesting with PIA, we have always done that well. One of the things that happened back in the mid '80s when they approved the whole joint venture thing, I was in PIA at the time, and I thought PIA was done. They took all our best inmates and gave them to the joint venture programs. This is what you talked about keeping that pipeline going, dealing with all kinds of issues.

Even talking about Corcoran, they were locked down for eight months and they had one population, which was the African-American population down there, most of them were Crips, and they still got it done, I think to

1 some degree unsafely, but we changed that at some pint.  
2 The staff down there just make shit work. Part of our  
3 challenge up here is keeping an eye on that we don't push  
4 them too far and make things an unsafe environment. We  
5 do a hell of a job keeping these programs running. Those  
6 people out there are rock stars. There's a hundred  
7 percent turnover rate in most of these enterprises every  
8 year. That's the world we live in. We make sure we keep  
9 that place going.

10 BOARD MEMBER WEBB: Just a couple observations.  
11 The industry related hours and the lost hours, those are  
12 areas totalled for us, controllable for us. I think what  
13 I'm hearing from Mr. Diaz as well is there should be some  
14 better coordination with the receiver's office, CDCR, as  
15 we look at the substance abuse program.

16 My question to all of you is, continue to  
17 monitor what's controllable and really interesting seeing  
18 the nature of the adjustments and if we -- how that  
19 actually affects the hours. I think what will be really  
20 interesting for you, as you justified, if you are  
21 expanding the cafeteria, the meal area. The impact on  
22 substance abuse, how it might justify expanding those  
23 hours because of the availability. Knowing there's some  
24 uncontrollable ducat process the medical appointments,  
25 whatever, how do we manage that so you still have hours

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in the day and reduce those lost hours. I think the data will help us in talking about this.

CHAIRMAN DIAZ: Any other questions? This was really interesting subject in 2020. It's going to be a really really exciting year for the CDCR and PIA. We're on the cusp of a true culture change.

Now we're moving on to our external affairs update. I will ask Ms. Kane for an update.

MS. KANE: I'm going to highlight some important events and activities since our last Board meeting. In October we held two graduations, one at Chuckawalla State Prison and the other one was at Ironwoods State Prison. Dozens of graduates were recognized and received certification. We had CDCR's Undersecretary of Administration, Jeff McCumber there. He spoke along with General Manager Scott Walker. It was a great turnout. What was nice to see was we had a lot of family members attend both graduations. They were quite impressed with the programs, and it's nice to see the reunification with family and supporting them and cheering them on.

We got some great press coverage recently. Telemundo recently covered us in Los Angeles. France 2 Television, which is seen by five to six million viewers nightly, it's in comparison to the nightly news here, they just covered our programs. I will send that your

1 way once it airs. That should air in the next couple of  
2 weeks. Remember NBC Nightly News? They're still going.  
3 I just got a call from the producer. They finally said  
4 the piece is slated to run on December 28th for CALPIA,  
5 so we will make the nightly news. So fingers crossed all  
6 goes well. I will send that out to you if you don't see  
7 it yourselves.

8 Also, last week we hosted a tour, very proud of  
9 this, of about 20 business leaders within the Chambers of  
10 Commerce, and what was great about this tour, we had  
11 employers from engineering firms, one from a restaurant,  
12 all didn't know really about CALPIA, and Scott got up  
13 there talked about PIA. We brought them on a tour, and  
14 at the end of the tour we had -- the engineering firm,  
15 they wanted to hire some of our auto CAD graduates along  
16 with the restaurant, they were interested as well. They  
17 talked with Scott. So that was great.

18 A couple dates to mark on your calendar. We  
19 have our culinary graduation at Folsom Women's Facility  
20 January 30th. In February we are planning graudations at  
21 both Centinela and Calipatria State Prisons. That's  
22 going to be on February 12th and 13th. We have our field  
23 staff meeting at Centinela. We're trying to do all the  
24 events all in one big time period there.

25 CHAIRMAN DIAZ: February is a great time.

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MS. KANE: Not in the middle of summer. With that, our next Board meeting is set for March 24th. I hope to see you there and happy holidays to everybody.

CHAIRMAN DIAZ: Thank you, Michele.

MR. WALKER: If I could share, Michele was on the Board and she moved out of state. I tried to twist her arm to get her today. I do want to pass around this plaque I'm going to offer to her and thank you for eight years of service on the Board. I wanted you all to see that.

While that's passing around, there's another Michele here, Michele Steeb, that's a rock star, that is just amazing. That woman, the things that she does, she makes my life so I show up, Ralph shows up, we say a few words. There's so much that goes on behind the scenes. We cannot do this without her. I would be a failure. I wanted to recognize her publicly and provide Michele Kane with a plaque.

MS. KANE: I am speechless, which never happens. Thank you. You didn't have to do that.

MR. WALKER: I did have to do that. Thank you for your indulgence. If you want to say something, by all means.

MS. KANE: This is where my heart is. I'm speechless. You made me cry. I'm honored to work with

1 all of you. I look forward to our mission and our goals.  
2 I'd just say, let's stay positive through this. We do  
3 incredible work with PIA and I see it time and time  
4 again. I love to see the success stories. I can't  
5 believe you made me cry. I feel like I found my purpose  
6 in life and with that I just want to propel CALPIA. You  
7 know with Kim Kardashian's help, I am all for that.

8 I want to get us out there and show what we  
9 really do. I really want to get past -- I'll be careful  
10 here. I want to get past the point of us being looked at  
11 as slave labor because we are not slave labor. I will  
12 say that whole-heartedly. Because I take people through  
13 our programs every single day and -- not every single  
14 day, but weekly, and show them that we do, add so much  
15 value to people's lives. If we can get past that and  
16 show the positive part of prison and show that we do  
17 impact and make successful pathways for folks, that's  
18 what we're all about.

19 So with that, how did you guys do this without  
20 me knowing about this? Anyhow, I am all PIA all the  
21 time. You have my heart. So thank you very much.

22 CHAIRMAN DIAZ: We've moved to the portion of  
23 the meeting reserved for public comments for items that  
24 are not on the agenda. Under the Bagely-Keene Act, the  
25 Board cannot act on any items raised during the public

1 comment but may respond briefly to statements made or  
2 questions from the public or refer items to staff.

3 Do we have any comment cards?

4 MS. MURRAY: I have not received any request  
5 cards.

6 CHAIRMAN DIAZ: I fulfilled my obligation in  
7 reading that statement there. This concludes our Board  
8 meeting. Is there a motion?

9 BOARD MEMBER AGHAKHANIAN: Closing remarks?

10 CHAIRMAN DIAZ: Yes.

11 BOARD MEMBER AGHAKHANIAN: I want to I know it's  
12 that time of the year, but I just want to take this  
13 opportunity to thank everyone. I've considered this to  
14 be one of the best teams I've ever worked with. I think  
15 not only the Board but the rest of you, it's really a  
16 privilege to wake up at 5:00 in the morning and jump on a  
17 plane to be here, as I actually look forward to coming to  
18 this meeting. I average of three to six meetings a day  
19 besides the events. I have two events tonight. The  
20 point I'm trying to make, this is one of the best  
21 experiences I've had so far in terms of working with the  
22 state government. Thank all of you. I'm looking forward  
23 to coming back. I love those plaques.

24 CHAIRMAN DIAZ: Thank you Board Members. With  
25 that, do we have any other closing comments? Do we have

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a motion to adjourn?

BOARD MEMBER MARTIN: So move.

BOARD MEMBER JENKINS. Second.

CHAIRMAN DIAZ: I'm sure we're all good with it.

Thank you.

(Proceedings concluded at 1:15 p.m.)

