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CALIFORNIA
PRISON INDUSTRY AUTHORITY
BOARD MEETING

CALPIA Showroom
2125 19th Street
Sacramento, California 95818

TUESDAY, APRIL 9TH, 2019
1:00 P.M.

REPORTED BY: MICHELLE M WILSON, CSR 14303, RPR

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Ralph Diaz, Board Chair
Darshan Singh, Vice-Chair

BOARD MEMBERS

Dawn Davison
Brent Jamison
Mack Jenkins
Curtis Kelly
Felipe Martin

EXECUTIVE OFFICER

Scott Walker

BOARD SECRETARY

Thy Vuong

CHIEF OF EXTERNAL AFFAIRS

Michele Kane

ALSO PRESENT

Jeff Sly
Randy Fisher

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P R O C E E D I N G S

1
2 BOARD CHAIR DIAZ: All right. I call the
3 meeting of the Prison Industry Board to order, and it is,
4 according to Apple, 1:15. I would also like to take note
5 that this meeting is being held -- being held publicly at
6 a noticed location, and we'll begin by asking the Board
7 Secretary to please call the roll.

8 BOARD SECRETARY VUONG: Chair Diaz?

9 BOARD CHAIR DIAZ: Present.

10 BOARD SECRETARY VUONG: Vice Chair Singh?

11 VICE CHAIR SINGH: Here.

12 BOARD SECRETARY VUONG: Member Aghakhanian?

13 Member Davison?

14 BOARD MEMBER JAMISON: Here.

15 BOARD SECRETARY VUONG: Oh, Davison. Sorry.

16 BOARD MEMBER JAMISON: Oh.

17 BOARD MEMBER VUONG: Member Jamison?

18 BOARD MEMBER JAMISON: Here.

19 BOARD SECRETARY VUONG: Member Jenkins?

20 BOARD MEMBER JENKINS: Here.

21 BOARD SECRETARY VUONG: Member Jennings?

22 Member Kelly?

23 BOARD MEMBER KELLY: Here.

24 BOARD SECRETARY VUONG: Member Martin?

25 BOARD MEMBER MARTIN: Present.

1 BOARD SECRETARY VUONG: Member Steeb?

2 Member Webb?

3 Let the record show that we have a quorum of six
4 Members.

5 BOARD CHAIR DIAZ: Thank you, Board Secretary.
6 I guess for any, you know, opening remarks by the Chair,
7 I would say on the CDCR side and as Chair of the PIA
8 Board, I just want to thank the Board's support and
9 everyone's support in my appointment to the position of
10 Secretary of Corrections. This just happened last month
11 while I was away, and I look forward to the continued
12 good work in Corrections and the work that PIA does with
13 the population and the benefits that are had with the
14 community in prison and post-release and just trying to
15 put out a better product and putting out a better hope in
16 the individuals that are sent to us; and I believe PIA
17 fits that mission and fits that mold, and I just want to
18 thank the support of the PIA.

19 Also, on behalf of the Board, I'm pleased to
20 announce the appointment of two new PIA Board Members.
21 The first one is a newly-appointed Acting Director of the
22 Department of Motor Vehicles, Kathleen Webb, replacing
23 the former DMV appointed to the Board, William Davidson,
24 who is now our CFO.

25 Ms. Webb brings a wealth of knowledge and

1 experience of the Prison Industry Board. Before
2 appointment and Acting Director of DMV, she served as
3 GovOps Director of Performance Improvement, leading
4 efforts to lodge data driven performance improvements
5 framework for the State of California. She also served
6 as Assistant Secretary of GovOps, Chief Risk and
7 Compliance Officer of CalPERS, Director of Policy and
8 Risk Management for CCHCS, Deputy Director of DGS, and
9 Director for the Governor's office on insurance advisory.
10 Unfortunately, Ms. Webb wasn't able to attend today, and
11 we look forward to meeting with her in the future; and
12 I've had a short conversation with her and welcoming her
13 to the Board at another time.

14 But I also would like to add Brent Jamison,
15 Deputy Director of Interagency Support, a division of
16 DGS, replacing the previous DGS appointee, Jeff McGuire.
17 I just want to welcome you, Brent, to the Board. I look
18 forward to working. Mr. Jamison, too, has a substantial
19 history in public service that will be invaluable to the
20 Board.

21 Prior to his role as Deputy Director at DGS, he
22 also served as Chief of DGS Office of Fleet and Asset
23 Management. He was Deputy Secretary of Policy and
24 Planning at the California State and Consumer Services
25 Agency and Assisting Deputy Director of Legislation at

1 the Department of Consumer Affairs. He also served in
2 multiple positions at the Governor's Office in planning
3 and research. And we welcome Mr. Jamison, and we look
4 forward to working with you.

5 Also we do want to thank -- also thank Bill
6 Davidson and Jeff McGuire for their service to the Board,
7 CALPIA. They made an invaluable contribution to CALPIA
8 in offender rehabilitative services, so thank you. At
9 this time, I would like to offer any opening remarks from
10 the Board, if any.

11 BOARD MEMBER MARTIN: Congratulations and
12 welcome.

13 BOARD MEMBER JAMISON: Thank you very much.

14 BOARD MEMBER JENKINS: Ditto.

15 (Laughter.)

16 BOARD CHAIR DIAZ: So I also would like to open
17 up the floor for opening remarks from Board Members,
18 which you already did, and just the opening comments.
19 Like I said, the Board is looking forward to working with
20 you and all the new appointees, including myself. I've
21 been on this Board as Chair, I think, for three Board
22 meetings now. Each one, you learn a little bit more, and
23 you come in with a different perspective every time.
24 Each one that I leave, I do leave more knowledgeable in
25 the work we are doing for this population and the work

1 that PIA does, not just in prison, but for the State of
2 California.

3 At this time, I would like to take note of the
4 public present who will have the opportunity to make
5 public comments at the time that it's appointed. I would
6 like to -- any member of the public that would like to
7 make comment, please fill out a speaker form and then
8 step to the dais there and state your name and who are
9 you with and for two minutes. We will be limited on
10 time, and we'll now move on to General Manager comments.

11 EXECUTIVE OFFICER WALKER: Well, good morning,
12 Mr. Chair and Board Members. I want to just, again,
13 congratulate Secretary Diaz on his appointment and as the
14 Chair of the Board. Glad to have him on board. I've
15 known Secretary Diaz for quite a few years, and he has
16 supported PIA throughout those years, certainly DAI and
17 now as Secretary, so I look forward to working with him
18 going forward for, what do you figure, 10 or 15 more
19 years?

20 (Laughter.)

21 BOARD CHAIR DIAZ: Let's start there. We'll
22 work our way backwards from that.

23 EXECUTIVE OFFICER WALKER: Exactly. So I also
24 would like to welcome Mr. Jamison and Ms. Webb, who is
25 not here today. This Board provides invaluable support

1 to this organization and certainly to the General
2 Manager. And without that support and without that
3 insight and without that guidance sometimes, it makes
4 this job a lot more difficult. I was around when it was
5 a hard task -- and Curtis was around as well and Dar --
6 to get Board Members to actually show up, and, then, to
7 get them to stay the whole meeting, was a whole another
8 challenge. They would get up and walk out half way
9 through, and you'd lose your quorum. Anyway, welcome.
10 Thank you.

11 We also have a new or will have a new Board
12 Secretary, Jessica Murray, somewhere around here. Oh,
13 she's waiting for Dawn. So this will be Thy's last
14 meeting as the Board Secretary. Jessica comes to us from
15 Corrections. Sharp lady, doing a great job. Thy is kind
16 of mentoring her and putting all the policies in place.
17 So she will be your contact for travel and reimbursements
18 and sending out messages, et cetera, et cetera.

19 One thing I would like to say on that note. If
20 any of you would ever like to go to these graduations,
21 feel free to contact Jessica, and we will make sure that
22 you're invited to those; we'll pay for the travel and all
23 the rest of that stuff. I was at Pelican Bay a couple
24 weeks ago, and we did a graduation up there for the
25 coding program and AutoCAD; and I haven't been to one of

1 those in a while, but I will tell you that the life
2 stories, the life-changing stories, that those folks were
3 sharing up there was amazing. And I've been doing this
4 for a long time, but it still got to me.

5 There was a guy up there that had -- the
6 quintessential convict. He had tattoos all over his
7 face; he had the bun on the back of his head, the whole
8 shooting match. And he developed this computer program
9 that allows -- theoretically. He's still in prison so he
10 doesn't have that option but when he gets out,
11 theoretically -- that will allow offenders to donate up
12 to \$3 a month to fight world hunger and child hunger and
13 homelessness. His perspective is, and he said it
14 himself, he was a POS; right? Everybody knows what that
15 stands for. In his previous life, and he validated
16 himself through gang membership --

17 We need to acknowledge that Ms. Davison joined
18 the Board.

19 BOARD SECRETARY VUONG: Yeah. Let the record
20 reflect that Ms. Davison has joined the meeting, and we
21 now have a quorum of seven Members.

22 EXECUTIVE OFFICER WALKER: Welcome.

23 BOARD MEMBER DAVISON: Thank you. Apologize for
24 being late.

25 EXECUTIVE OFFICER WALKER: Not a problem.

1 So the guy has finally made the decision in his
2 life that maybe he can go down another path, maybe he can
3 do something different. He has 11 kids, eight girls,
4 three boys. He's not ever paid any child support. His
5 manhood, in his eyes, came from being a gang member and
6 seeing how many women he could get pregnant. So that was
7 his life before coming to prison.

8 This opportunity, and hopefully it bears out, is
9 giving him an opportunity to try to give back to society.
10 And even the conversations that he's having with the rest
11 of the folks in the class, because there's a lot of
12 people that want to contribute and want to give back but
13 don't have a vehicle. You don't have a vehicle when
14 you're locked up in a state prison somewhere. So I wish
15 him all the best.

16 But those are the kinds of stories out there
17 that make this job worth doing. So I appreciate your
18 support because that's what make this is a viable option
19 for us.

20 So updates. I've got a few here. First, I want
21 to -- and I do want to sincerely thank the Board for your
22 support in this transition. You've been invaluable.
23 Those that are here and those that aren't here. Every
24 one of you have contributed to this fairly smooth
25 transition. There was some things that we had to hit the

1 ground running on, but I do sincerely appreciate every
2 one of your support. Without you, I couldn't do this.
3 Without your guidance -- I was talking to Mr. Martin
4 about some construction projects the other day and he
5 gave me some pretty good advice. I do appreciate that;
6 it's welcomed.

7 If you see something that we're doing that we
8 shouldn't be doing or something that we should be doing,
9 call me. Call me. I have no issues picking up the
10 phone, talking to you, talking about what we can do, what
11 we can't do, and finding a way if we can to do it. Thank
12 you for your support.

13 I would also like to thank PIA Staff. These
14 folks back here are the magic. They're how this thing
15 works, and I'm very fortunate to have them covering my
16 behind during the this process as well. They do a
17 tremendous job day in and day out, and a lot times it
18 goes unrecognized. The guy that sits in the main chair
19 gets all the kudos, but they're the ones doing the work.
20 So thanks to all you folks back there as well.

21 With that, there was a California State Audit
22 Report on the DRP rehabilitative programs and services.
23 CALPIA was mentioned in there. We were mentioned fairly
24 positively. There was a couple of suggestions, I would
25 say, and then a recommendation. I should say a couple of

1 suggestions. The recommendation was that we participate
2 more actively in committee assignments and offenders and
3 the institutions, and we've taken that to heart and have
4 done that. They recommended that we go to all nine of
5 the prisons that we have CTE programs. We took that a
6 step further and went to all thirty-four locations.

7 And the notion there is last month when I looked
8 we had 1,685 vacancies in PIA. So that's 1,685
9 opportunities we missed to put somebody in a valuable
10 program. So the Workforce Development Coordinator's role
11 is to sit on a Committee and get folks assigned to that
12 wait list. So we're working on some things here, do
13 maybe some direct assignments. But I want to do -- we're
14 doing better. We used to be a 30 percent vacancy rate.
15 I think we're at 20 now. It's going in the right
16 direction, but I want to keep it going there because,
17 like I said, we had 1,685 vacancies last month.

18 So that was one of their recommendations. We
19 took them up on that. We responded. The initial
20 response is 60-day response; and so we're moving that
21 forward in response to that. The other recommendation
22 that they had was that more offenders get into PIA
23 programs. That's kind of consistent with the first one.
24 We're pushing that notion as well.

25 And the last one relates to -- and I'll get into

1 that a little bit more in a second -- the recidivism
2 study. If that proves itself out, then we should just
3 double our efforts to do all these things we're already
4 doing. With that, the recidivism study. We've got the
5 draft, I believe, from UC Irvine on February 8th. I had
6 more questions and concerns about clarity and methodology
7 and all the rest of that, so we enlisted the help of
8 Ms. Davison and Mack Jenkins over here. They know that
9 we're doing this, and so we are working with them and
10 working with Dr. Turner at UC Irvine to make sure that we
11 completely understand some of the findings.

12 Some of the stuff in there didn't appear to be
13 well supported by the narrative. The narrative didn't
14 support the data. So we're getting that clarification.
15 We're working through that. It's going to be a little
16 while longer. We're going to extend the contract. I
17 want to get some "there" there out of this, but we have
18 to make sure, I have to make sure, the Board has to make
19 sure that we can stand behind whatever that report is at
20 the end of the day. And so it's going to take some due
21 diligence on our part to make sure that we fully
22 understand that and we have our questions answered, so
23 that we can portray that and present that in a manner
24 that, again, we can support.

25 So it's coming. We haven't forgot about it.

1 We're actually working on it. There's just some moving
2 parts here that we have to get in line. Any comments?
3 Mack?

4 BOARD MEMBER JENKINS: Yes. Appreciate your
5 update on that. None specifically to what you've done
6 already, but, at some point, I know I'll be interested in
7 seeing the report on that and I imagine everybody else
8 will be. Once we get the study to a point where we're
9 comfortable with its release, I'd be curious to hear how
10 we want to release it and how we want to market or share.
11 I don't know if you have thoughts on that now.

12 EXECUTIVE OFFICER WALKER: Well, I don't have a
13 lot of thoughts, but certainly my thoughts would be --
14 and I've given a lot of thought about the release of it
15 and getting it there. Certainly we want to have that out
16 there as a validation of our program; right? So we want
17 to tell, you know, both the naysayers and supporters we
18 want to give them that piece of information and hopefully
19 we can kind of validate the value of PIA. And I'm
20 sensitive to the fact that I don't want to contrast too
21 much against CDCR because there are some other things
22 that make that a little bit different population than
23 what you've got.

24 But I do want to get it out there. I do want to
25 share it with people, and, moreover, what I want to share

1 is, you know, I think that's an opening to a
2 conversation, not the end of a conversation; right? And,
3 then start talking about, you know, what programs. So
4 what I've asked them specifically that wasn't in that
5 original draft is I would like to dig down, drill down on
6 those specific programs so we can identify, you know,
7 where we're having better success or not. I mean, the
8 Carpentry Program, the Construction Labor Shop, those
9 have had a great level of success heretofore;
10 seven percent recidivism rate, that's great.

11 I want to look at all the Dive Programs, zero
12 percent; the coding program, zero percent so far; right?
13 I want to look at those as well. I mean, the regular
14 traditional CTE programs or CI programs are a means to an
15 end. That's how we fund everything else. There's some
16 value there, but, to the extent we can, I want to drill
17 down and look at those individual programs out there and
18 see where we get the best bang for our buck, so
19 strategically we can start to figure out how do we bring
20 more of that stuff in and innovation is going to be part
21 of that as well. So, yeah, the marketing will be far and
22 wide, but I think, again, it's a beginning of a
23 conversation not necessarily the end of a conversation.
24 Does that make sense?

25 BOARD MEMBER JENKINS: It does. Thank you.

1 BOARD CHAIR DIAZ: Part of that marketing piece
2 -- I'm sorry. Part of that marketing piece,
3 conversations will be had with CDCR on that in
4 collaboration, because I know there was always a concern
5 that PIA --

6 EXECUTIVE OFFICER WALKER: Yeah.

7 BOARD CHAIR DIAZ: -- PIA'S method of calculating
8 recidivism is different, and I would say it's not. It's
9 the same.

10 EXECUTIVE OFFICER WALKER: Right. No.

11 BOARD CHAIR DIAZ: I mean, that's the challenge
12 I have as Secretary is to remind people the effectiveness
13 of all the various programs within the Department. PIA
14 being a big contributor to the lowering of recidivism.

15 EXECUTIVE OFFICER WALKER: I don't want this --
16 I don't want to further any of us doing anything wrong,
17 but they are all CDCR inmates at the end of the day.
18 There should be as much credit on that side of the fence
19 as this side of the fence. So I've got no issue with
20 that.

21 BOARD MEMBER DAVISON: The only comment I would
22 make and I'm looking forward to the report, the adjusted
23 report, when after everything is said and done is one of
24 the conferences that I attended, and I don't know if it
25 was NCIA conferences, but in Washington State they are

1 actually looking at ensuring that prison industries are
2 recognized as rehabilitative programs because of the
3 skills that are learned and because of the lower
4 recidivism rating. And that was one of the things that I
5 brought up before was actually having our programs looked
6 at as being rehabilitative programs, that are evidence
7 based --

8 EXECUTIVE OFFICER WALKER: Right.

9 BOARD MEMBER DAVISON: -- because we will have
10 the data to show that it's the case, and, of course,
11 evidence-based is what we're looking at. During the time
12 that I spent in the Governor's office and looking at
13 commutation packages, I know when we looked at a
14 certificate that an inmate completed a program, a
15 rehabilitative program, that held a lot of weight. And
16 then we would look at a certificate that an inmate
17 completed PIA programs, and we did not look at those as
18 the same thing.

19 So I think that that should be something that we
20 should pursue, and I believe that Chuck was looking into
21 that before he left, but with the evidence that we will
22 get from this data here, that that is something that we
23 should look at because all of the skills and recidivism
24 rate being what it is afterward. It really should -- PIA
25 programs should be addressed as rehabilitative programs

1 that are evidence-based.

2 EXECUTIVE OFFICER WALKER: I agree 100 percent,
3 and that fight has been going on -- and I say "fight"
4 since maybe it was a little bit of a fight -- for years;
5 right? So the feedback we would get on the operation
6 side of the PIA is, you'd have a lifer go to committee
7 and the Board of Parol Hearings back then would look at
8 that and say, "Hey, you need to get a vocation; right?"
9 So you need to get out of PIA and go get a vocation if
10 you ever want to parol.

11 So we would go meet with all the Commissioners
12 and Deputy Commissioners and try to explain to them why
13 this was a rehabilitative program. And so maybe we just
14 need to further that effort again and get it out there so
15 we're not fighting that fight every time.

16 BOARD MEMBER DAVISON: And Washington State
17 needs to do that.

18 EXECUTIVE OFFICER WALKER: Okay. Well, I'm
19 going to see her here in about three days.

20 (Laughter.)

21 EXECUTIVE OFFICER WALKER: So the recidivism
22 study is coming. I apologize for the delay on that. We
23 got to make sure we understand it completely before we
24 push it out there.

25 The next thing we're doing is we did an

1 Organizational Health Assessment in January. That kind
2 of took the temperature of the organization and seeing
3 where we were at and some of the concerns that the
4 organization had, and it was done in three tiers. It was
5 done in Executive-Level Responses, Mid-Level Managers,
6 and Rank-and-File folks and the responses to all of
7 those; and I think you guys have a copy of that in front
8 of you, the Organizational Health Assessment.

9 We're going to publish this statewide. PIA
10 wanted to give you guys a heads up that we got it. The
11 big thing in there for me is the employee engagement and
12 communications. Communication is one of those things
13 that's always going to be a challenge, and we're going to
14 employ as many tools as we can because I don't think
15 there's a one-size-fits-all to try to engage the
16 organization. So far, what we've done is started an
17 email survey with just simple questions. We send this
18 stuff out to the folks in the field, and I think there's
19 four different responses. You know, takes them all of
20 about two minutes to respond to that. I want them to
21 feel -- them being the field -- feel like they have some
22 engagement with the organization, and they're able to
23 give us their opinions in the organization.

24 There was nothing shocking in there to me.
25 There certainly is some things in there that were a

1 little bit concerning, but we're going to focus on those,
2 and we're not going to try to solve all the problems in
3 the world. We're going to focus on the top two things
4 initially. You get some efforts out there to start to
5 push some of that back, but, again, the big thing to me
6 is communication, making people feel like they have a
7 stake in the organization and employee engagement.

8 So we're going to be working on those, and we'll
9 have some initiatives coming up to push that stuff out.
10 Suzie Changus is leading that effort. So I wanted to
11 share that with you all. If you have any thoughts or
12 comments as you digest that over the next weeks or
13 months, certainly feel free to share them with me. Any
14 insight that you may have, I'm certainly wanting to hear
15 that.

16 One of the ways of engagement that we're doing
17 is we're doing regional meetings. And it occurred to us
18 that a lot of the Field staff have not met a lot of the
19 Executive staff, and a lot of the Executive staff haven't
20 necessarily interacted directly with Field staff. And I
21 want to go out there with the Executive staff and talk to
22 all the folks to A, thank them for everything that
23 they're doing for the organization that keeps us going;
24 and, B, kind of get them up to speed on some of the
25 things that are going on within PIA.

1 So I think we're doing four regional meetings.
2 We had one at Folsom already; there's one in Corcoran
3 tomorrow; we're going to do CIM, I think; and then RJ
4 Donovan. And I know we didn't publish this, but I'll
5 tell you, if you're interested in going to any of those,
6 let me know and we'll make arrangements for that as well.
7 I think it does good for the Board to also interact with
8 those folks. We got about 200 people showing up in
9 Corcoran tomorrow, which is a hell of a turn out. I
10 don't know why I didn't expect a number that high. So
11 hopefully we have parking in the lanes and all that
12 stuff.

13 BOARD CHAIR DIAZ: We have security.

14 EXECUTIVE OFFICER WALKER: Yes, they do have
15 security.

16 (Laughter.)

17 EXECUTIVE OFFICER WALKER: They do have
18 security. So, like I said, tomorrow we'll be a Corcoran
19 and then two more, just to give people some opportunity
20 to touch and see and feel the interact of Executive staff
21 and vice versa. And then we're also offering the staff
22 from other institution a chance to tour those
23 institutions and talk with their peers there as well. So
24 I think that's going to be a good thing. I think that
25 the more that we understand each other's roles in the

1 organization, the better it may be that it's going to
2 get.

3 We also did a workforce development plan, which
4 you all have a copy of as well. Ms. Webb, who is one of
5 our new Board Members, helped us. She facilitated this
6 meeting to develop this plan. And so really it's
7 focusing on knowledge transfer, succession planning, and
8 professional development, and that's, you know, I looked
9 at this thing and I think in here it talks about how many
10 people at PIA are at retirement age and it is 45.9
11 percent of the employees at PIA are at retirement age.

12 So the succession planning thing is a big deal
13 to us. The training is a big deal. So we're pushing
14 that forward as fast and as carefully as we can, but we
15 want to get people into a process where we've trained
16 them, we've trained the folks that are going to replace
17 them, we do some mentoring, and we do some succession
18 planning so we can have the next generation of PIA coming
19 up.

20 With that training I mentioned, we're going to
21 continue to work on trainings. We're going to push out a
22 process next week isn't it, Randy?

23 MR. FISHER: Yes, sir.

24 EXECUTIVE OFFICER WALKER: That is
25 classification specific, where we're going to basically

1 have a list of per classification the training that we're
2 going to have these folks complete, and it's both to help
3 them succeed in their current job and the upward
4 mobility. Everybody that goes in that position has a
5 road map for the position they're doing, the training,
6 and the position that may come next; and hopefully that
7 will help us as well in the succession planning. So
8 that's going out this week.

9 ERU. Our management system, our accounting
10 management system, is fairly dated. We have been working
11 on this for a while. The software that we currently use
12 will no longer be supported as of January 1st or December
13 31st of this year. And it's not a big deal as in the
14 world is going to come to an end there, but we got to
15 look for the next upgrade to that. So we're doing that
16 right now. We're doing some remediation, so I'm not sure
17 we'll be ready to go for June meeting, but some time, the
18 one after that maybe. We'll start talking about what
19 that means and how we're going to get from here to there
20 as far as upgrading that system.

21 So one of the things I want to talk about today
22 is there was an issue with custodian pay, and there was
23 an action the Board took to do a unilateral pay raise for
24 custodians, and, at the same time, we were working on a
25 twenty percent pay increase for custodians doing the

1 traditional process. And the ten percent may not have
2 been the best way to go down that road for some reasons,
3 and the twenty percent is still alive; it's still active.
4 Secretary Diaz, when I met with him a month and a half
5 ago, signed it and I signed it that day and went to CalHR
6 that day. So they're actively working on that twenty
7 percent raise, not the ten percent. My suggestion to the
8 Board would be let the twenty percent take its course and
9 go down that road, and not necessarily keep pushing on
10 the ten percent because that's going to be a much tougher
11 sell if we can get there.

12 And so I'm certainly willing to hear your
13 thoughts on that, but my recommendation is we pursue the
14 twenty percent and push down that road and not comingle
15 those two.

16 Green initiatives --

17 BOARD CHAIR DIAZ: We'll go back to that real
18 quick. That one last piece I don't know if it's an
19 action item or is that something, you know, the Board did
20 take action on that.

21 EXECUTIVE OFFICER WALKER: Right.

22 BOARD CHAIR DIAZ: Is it a matter of as part of
23 the Board we go back and vote on it to make sure we're
24 addressing that action item, or are we voting to just
25 allow the Board's pleasure to go forward with the twenty

1 and let that take its course?

2 EXECUTIVE OFFICER WALKER: I'm certainly --
3 whatever you guys think you need to go. I don't know
4 that we need to go back and do an action item to do that.
5 I mean, I'm being forthright with you and telling you
6 what we're doing. I expect at some point if twenty
7 percent gets caught up and doesn't happen, maybe there's
8 another conversation to be had there. I certainly want
9 to hear your thoughts. Felipe?

10 BOARD MEMBER MARTIN: Well, my only concern is
11 it's not an action item, so it wasn't --

12 EXECUTIVE OFFICER WALKER: It was -- it's not.
13 You're right.

14 BOARD MEMBER MARTIN: I don't know that we could
15 legally act on it regardless.

16 EXECUTIVE OFFICER WALKER: Not today.

17 BOARD MEMBER MARTIN: But one of the things that
18 we discussed and before Jeff, your predecessor -- or her
19 predecessor left, we discussed possibly creating a
20 separate classification for CDC healthcare workers as
21 opposed to regular SDI so that way it differentiates what
22 they're doing compared to what others are doing, because
23 it's not the same.

24 EXECUTIVE OFFICER WALKER: Right.

25 BOARD MEMBER MARTIN: We're not talking apples

1 to apples. So creating a separate classification allows
2 us to create separate pay for the people that are working
3 within our industry which allows us to attract more
4 people and possibly have less turnover, which we have a
5 lot of right now, unfortunately.

6 So maybe one of the conversations that should be
7 had rather than, you know, what should their pay be is
8 creating a separate classification for those workers that
9 we currently have.

10 EXECUTIVE OFFICER WALKER: And I don't disagree
11 with that notion, and Randy would have to give me some
12 context on that. The twenty percent is going to help,
13 but it's not going to get us that much further ahead to
14 your point because a lot of the folks that we're
15 competing against out there, pride industry, et cetera,
16 et cetera, are already there. So maybe it catches up a
17 little bit, so maybe that's a conversation that we have.
18 It's a direction to establish that classification that
19 you're talking about. I will certainly measure the
20 expectations of the Board. For those of you that don't
21 know and most of you probably do, that is a long process.

22 CAL HR has been trying hell bent for leather to
23 reduce classifications for the last few years, so it's a
24 fight we're having. I don't want it to seem it's not. I
25 want to make sure everybody understands that it's a

1 process.

2 BOARD CHAIR DIAZ: Okay.

3 BOARD MEMBER DAVISON: I just like to offer my
4 opinion. It's my understanding that CAL HR has held
5 steadfast against the ten percent. The State Controllers
6 office is not going to do anything that they don't get
7 through CAL HR, so I believe that we would just be
8 continuing to bash our heads up against a brick wall if
9 we went down that route. So in my humble opinion, I
10 think that we should go with the twenty percent and that
11 would be something that CAL HR might support; and, then,
12 they wouldn't have a problem with different bargaining
13 units because it would be all departments.

14 As far as creating a new classification, I think
15 in the long run that that might be something we can look
16 at long term. However, as Scott said, it's been CAL HR
17 as well as the Governor's direction to reduce
18 classification, but that doesn't mean we couldn't take an
19 end run at it.

20 EXECUTIVE OFFICER WALKER: Certainly.
21 Certainly. And I think we have to support to do that,
22 and I don't know that we wouldn't get traction; it's just
23 given everything that's going on and the bargaining is
24 over now it's going to be a process.

25 And I agree with Dawn that CAL HR, you know,

1 what I'm hoping is that by not pushing as much on the ten
2 percent and kind of letting that sit, that they'll be
3 more attracted to the twenty percent over here which is a
4 better place for us to be anyway. And so that's
5 certainly what I'm hoping is in route. For lack of
6 better terms, some horse trading on this thing. Let this
7 one go and focus on that one. So at the point that
8 becomes -- we'll see where they're at with that. I
9 suspect they're going to push it to bargaining because
10 they've already opened that process, and they like to do
11 that at the table.

12 So I don't know it's going to happen as soon as
13 I'd like, but I'm hopeful that come January 1st, 2020,
14 because that's a new contract, that twenty percent will
15 be in there. If that doesn't happen, then I think we
16 need to have a conversation about where do we go from
17 here, because that is a difficulty filling those
18 positions out there certainly.

19 BOARD CHAIR DIAZ: I think, you know, as the
20 Board pursuing that twenty percent through the method
21 that we're on right now, I think is catching more
22 traction, at least, you know, being heard, versus the
23 banging our head against the wall with the ten percent.
24 I think for the Board's purpose that is the road we need
25 to stay on.

1 BOARD MEMBER KELLY: So I'm confused. Did we
2 not have an action item where we voted on to do the ten
3 percent?

4 EXECUTIVE OFFICER WALKER: Yes. Yes.

5 BOARD MEMBER KELLY: So we still have that in
6 play no matter what?

7 EXECUTIVE OFFICER WALKER: Yes. Yes.

8 BOARD MEMBER KELLY: How long can we leave that
9 sitting there for before it starts to rot and smell if
10 this doesn't happen?

11 (Laughter.)

12 BOARD MEMBER KELLY: Before we can act or not
13 act on it again?

14 GENERAL COUNSEL SLY: You can certainly take a
15 pause. I don't think it's going to die on the vine
16 unless you decide to let it die on the vine.

17 BOARD MEMBER KELLY: And that would take a
18 calendar year with another action item; right?

19 GENERAL COUNSEL SLY: It would be appropriate to
20 address it as an action item if you wanted to formally
21 kill it.

22 BOARD MEMBER KELLY: Thank you.

23 BOARD CHAIR DIAZ: But that's subject to notice.

24 EXECUTIVE OFFICER WALKER: Oh, yeah. You can't
25 do it today. So my recommendation, again, would be let's

1 see where we get with twenty percent. If that doesn't
2 work, I think we regroup and figure out what the next
3 step is.

4 Green initiatives. So we're working on green
5 initiatives. We've surveyed every other correctional
6 industry, and there's slim to none out there, so that's
7 not going to stop us. We're going to do a couple things.
8 We're working on a food digester down at Mule Creek
9 that's got some issues, new technology, and we're also
10 starting to add solar to our modular buildings. So we're
11 going to certify all the folks up in modular building
12 unit to be solar installers. My neighbor actually does
13 that for a living, so he's going to be giving me some
14 insight on that as well.

15 We just built some tiny homes for the City of
16 Sacramento, not the City, it was actually a nonprofit.
17 They donated all the material, and we used some of our
18 CTE program labor to build them. We put solar units on
19 them, so that was the first step in that direction. It's
20 a heck of a need for the homeless, as we all know. A lot
21 of non-profits are finding land that churches have, and
22 they bought up a bunch of land; right? And the notion
23 was they were going to expand, and the expansion hasn't
24 come that fast, so some of them are turning those into
25 tiny home communities.

1 This particular one is over in Del Paso Heights
2 area, and they're going to put twenty tiny homes in
3 there. And the challenge was that they ran into was they
4 have all these donations with materials, but they
5 couldn't afford the labor to build them, and, then, when
6 they let the parishioners build them, the quality wasn't
7 necessarily what they needed it to be. So we were able
8 to fill that void and help them out and build a couple of
9 those. So to the extent we have the resources to do that
10 on the labor side and training side, I would rather do
11 that than build something and tear it down. So we'll
12 keep providing that resource as long as we can and
13 hopefully help out whatever little way we can in that
14 community.

15 Financial Health update. PIA is in great shape.
16 Chuck left this place in fantastic shape when it came to
17 the operational things and financial things, and it's
18 still there knock on wood. We don't have the report yet
19 for this year. We're going to close that out. It takes
20 longer than I would like it. I'm going to try to figure
21 out what I can do with that. But the unofficial number
22 was about a \$9.2 million net profit last year, and so we
23 still are doing very well. And I'm being told year to
24 date we're at about a \$5.95 million profit.

25 So the health, the financial health, of the

1 organization is outstanding. At the June Board meeting,
2 we will have that update for you, so you will understand
3 exactly what happened last year in that perspective.

4 And with that, that concludes my comments. I'd
5 be glad to answer any questions you all might have that I
6 didn't cover.

7 BOARD MEMBER KELLY: One of the things you did
8 cover that I didn't get a chance to ask a question on,
9 the numbers on this page right here (indicating.)

10 EXECUTIVE OFFICER WALKER: Yeah.

11 BOARD MEMBER KELLY: Do we have any idea or can
12 we find out how we compare to other agencies to see if
13 there's something, while I know we're different, if
14 there's something really different because I know I asked
15 a question about the 44 percent and somebody said it was
16 a lot of custodian turn over; right?

17 EXECUTIVE OFFICER WALKER: Right.

18 BOARD MEMBER KELLY: Still I'm just wondering,
19 you know.

20 EXECUTIVE OFFICER WALKER: No. I think it's a
21 fair ask. Funny, I seen a report the other day on DMV
22 and the call out sick rate, and so I had Debbie Kamakani,
23 the Chief of HR, run our numbers and we're about
24 3.4 percent. So a little less than a day a month, which
25 I'm told is fairly average out there. So, yeah. I'm

1 interested in that as well to contrast how we're doing
2 with everyone else. I mean, the one that jumped out at
3 me was certainly that one and the 45.9. That's just a
4 huge tsunami of experience walking out the door.

5 BOARD CHAIR DIAZ: If it's any pleasure or
6 comfort, that's about the same rate of CDCR Exec side.
7 Some of ranking supervisors are about that high. 2020 is
8 going to be a big year for turn over.

9 BOARD MEMBER JENKINS: So I had a question, too,
10 on the numbers, but it was on the Millennials' percentage
11 between 7.5. And you may or may not know this off the
12 top of your head, but my question there is I'm curious
13 what is that trend wise?

14 EXECUTIVE OFFICER WALKER: Going up or down?

15 BOARD MEMBER JENKINS: Yes.

16 EXECUTIVE OFFICER WALKER: I don't know. So we
17 can certainly find out.

18 BOARD MEMBER JENKINS: And, Mr. Secretary, do
19 you know what that percentage is in CDCR in terms of
20 Millennials?

21 BOARD CHAIR DIAZ: Millennials? We are up; it's
22 trending up.

23 BOARD MEMBER JENKINS: The only reason I bring
24 it up is just because depending on what you read in terms
25 of management and leadership literature, they always talk

1 about taking different training and engagement approaches
2 with Millennials. So looking at that trend line in any
3 agency, I think it supports that agency to stay abreast
4 of what that literature is saying in terms, because you
5 talked a lot about the effort to engage the workforce.
6 And just from what I read sometimes the effort to engage
7 Millennials is different than a -- I'm a Baby Boomer.

8 EXECUTIVE OFFICER WALKER: Me as well.

9 BOARD MEMBER JENKINS: So I just think it's
10 something that we would want to stay abreast on.

11 EXECUTIVE OFFICER WALKER: I think you're
12 absolutely right. We did some training; it's been a
13 while. You know, how do you communicate with all the Gen
14 Xers, Millennials? And it's interesting. We got
15 obviously some Millennials that work for us, and one in
16 particular is just the sharpest person in the world and,
17 I don't know, 75 percent of the time I can actually
18 understand what they're saying. Then there is that 25
19 percent that I need a translator. What? What? What?

20 But you're right. We got to figure out a way to
21 engage those folks and be able to effectively communicate
22 with them, and it's got to be on their terms; right?

23 BOARD MEMBER JENKINS: That's kind of what the
24 literature talks about, that it's not traditional ways to
25 engage that generation. So I commend you on your efforts

1 to actually get out there and engage in stuff. I think
2 that's phenomenal. But doing it it's just an application
3 of what's called generational science, because there are
4 different generations and they just don't always relate
5 the same way.

6 EXECUTIVE OFFICER WALKER: Right. Right. No
7 doubt about that.

8 BOARD MEMBER DAVISON: They really don't respond
9 well to a talking head in front of the room. That's not
10 their thing.

11 EXECUTIVE OFFICER WALKER: It is not, and
12 recognizing that would be willing to adjust is going to
13 be key; right?

14 BOARD MEMBER DAVISON: Right. Exactly.

15 EXECUTIVE OFFICER WALKER: It's going to be a
16 challenge. I think we talked about communication here.
17 There is no one size fits all. And so we got a lot of
18 tools, whether it be a survey, whether it be newsletters,
19 whether it be emails, whether it be videos, whether it be
20 regional meetings. We got to try all of that stuff to
21 make sure that we're hitting all of those folks or as
22 many as we can out there. It's going to be heck of
23 challenge, but I think we're up for.

24 It any other questions of me?

25 BOARD MEMBER JAMISON: So I want to shift it

1 over for a couple minutes. I have a quick question on
2 this. This is for what year right here? 2000?

3 Published in '19, but it was done in the last six months?

4 EXECUTIVE OFFICER WALKER: I believe it was done
5 in January.

6 BOARD MEMBER JAMISON: Okay. How often do you
7 guys actually do the organizational health assessments?
8 Is it an annual process?

9 EXECUTIVE OFFICER WALKER: No. No. No. I think
10 we've done one -- and I'm just going off memory. If we
11 have, it's been quite a while since we've done one.

12 BOARD MEMBER JAMISON: Okay. There's a lot of
13 different ways that to attack organizational health. You
14 know, there's not one right way per se, but the one thing
15 that I think has proven useful is consistency.

16 Particularly tracking back as to how you compare year
17 over year and every couple years. So just a new Board
18 Member's recommendation thinking about trying to
19 institutionalize organizational health and really
20 measuring your progress. Identifying the areas, and you
21 already spoke to that the areas you want to tackle but
22 then measuring later to see how, whether it be a year or
23 two from now, how you guys actually succeed.

24 EXECUTIVE OFFICER WALKER: I think that's a
25 great recommendation. The other thing that we're going

1 to be doing is re-doing our strategic business plan;
2 right? So part of the challenge with this one I will
3 tell you as well is we need to build up some level of
4 trust as well; right? So there's a notion on this one to
5 some degree that people who aren't necessarily responding
6 in the right demographic, A, and completely honestly, B.

7 So that's okay. You got to start somewhere, but
8 I want to -- and this is part of that whole strategy
9 communication engagement with those folks out there -- is
10 to make sure that, you know, it's not just us folks up
11 here in the white ivory tower throwing stuff at them. We
12 are here to support them. That's why central office
13 exists. It's to support the field, not the other way
14 around. And this kind of feed back, the more they put
15 into it the more the organization is going to get out of
16 it.

17 And so I certainly appreciate the response, and
18 I think that's a good thing. I'm all about measuring
19 progress. I need some benchmark that I can look at to
20 see which way are we going, up or down? And so I think
21 that's a great recommendation. I have no heartburn with
22 that at all, new Board Member.

23 Any other questions, thoughts?

24 BOARD MEMBER DAVISON: One more.

25 EXECUTIVE OFFICER WALKER: Yes, ma'am?

1 BOARD MEMBER DAVISON: When you go out to your
2 field meetings, are you going to be sharing this, the
3 results?

4 EXECUTIVE OFFICER WALKER: I am. The issue with
5 this is -- yes. We're going to share the results. I
6 don't know that I'm going to share them tomorrow. They
7 will get them, and the reason for my caution there is I
8 don't want to be just another -- I was about to use a bad
9 word -- a BS report that we sent out there. We tell
10 them, "We got all these great plans, and we're going to
11 do all this great stuff, and the world is going to be all
12 puppies and roses here in about a week."

13 I want to make sure that we put a plan in place
14 that we can actually follow up on, so they can see that
15 we're serious about this; right? We're just not throwing
16 another thing over the fence and saying, "Hey, look at
17 this." Right? And that's where it goes back to the
18 staff wanted to do five or six initiatives. They're
19 aggressive. They want to get this thing done. I want to
20 be a little more measured because I want people to see
21 this is just not another exercise of the day. We're
22 serious about this thing. We understand, we hear you, we
23 heard what you said, so here is what we're going to do to
24 engage you in this process.

25 Now you have to engage us if you want to be

1 involved in this. So I'm being a little bit more careful
2 about how I roll this out because I don't want this to be
3 perceived as just another thing that we're rolling out
4 there. So they are going to get it. There is going to
5 be some conversation about it. I just want to make sure
6 that we got our ducks in a row, and I don't want to say
7 we're moving pretty fast right now, but we're moving
8 pretty fast in a lot of areas. And so I just want to get
9 it right before I send it out, but it's going out there
10 no doubt about it.

11 Anything else?

12 BOARD CHAIR DIAZ: Thank you, Mr. Walker. At
13 this time I would like to make a motion to recess for
14 closed session to discuss personal matters pursuant to
15 Government Code 11126(a). Second?

16 BOARD MEMBER MARTIN: Second.

17 (Off record: 1:58 P.M.)

18 (Thereupon the Board met in Closed Session.)

19 (On record: 2:36 P.M.)

20 BOARD CHAIR DIAZ: Going to call the meeting
21 back to order from closed session. Calling it back into
22 session it is 2:36. During the closed session we did
23 discuss the position of General Manager, and the Board
24 unanimously voted and approved the selection of Scott
25 Walker as PIA's new General Manager. Congratulations,

1 Scott.

2 (Applause.)

3 BOARD CHAIR DIAZ: So now we're going to move on
4 to informational items. Mr. Walker, could you inform us
5 on Item A?

6 EXECUTIVE OFFICER WALKER: Yes, Chair,
7 Mr. Chair. So, as you all know in October of 2018, the
8 Prison Industry Board Meeting there was an approval for
9 CALPIA's Optical enterprise to expand down in Chowchilla.
10 And so we've undertaken efforts to do that, and that was
11 driven by SB 97, which was a bill that authorized the
12 return of adult optional benefits for optical. That
13 market is going to be somewhere between \$60 and \$20
14 million a year, I believe, when it returns, not if.

15 So the authorizing statute that Governor Brown
16 signed said the benefit can come back no sooner than
17 January of 2020, so that's still out there. We are
18 working to augment our current production capacity
19 capabilities at VSP and Solano in anticipation of that,
20 and we're also working on CCWF component.

21 So what has happened to date with that is it
22 wasn't part of the Governor's initial budget in January.
23 When they released that, that was not in there. There
24 was a hearing of Sub 3 in the Senate Health and Human
25 Safety, which Dr. Pan shared, and there was some concern

1 expressed by Dr. Pan, Senator Pan, on the fact that that
2 funding was not in the budget. That was echoed by
3 Senator Stone on the Republican side of the aisle. So
4 both sides of the aisle were questioning finance as to
5 why that wasn't part of the initial budget.

6 Finance, as you all know, is not at liberty to
7 discuss the May revise. So they couldn't say "yes,"
8 "no," or "no comment." I think they could say "no
9 comment" and they did, but it appears, if you read
10 between the lines, that everybody is pushing for this to
11 be in the May revise. I had a conference call with those
12 same folks later that afternoon, and I talked to them
13 about it as well trying to elicit more information, and,
14 again, they're not at liberty to say.

15 So everybody I talked to, whether it be the
16 Legislator, Governor, Finance. Everybody -- can't find
17 anybody that doesn't want to re-fund this program. So I
18 believe it's going to be in there. The challenge is
19 right now there still is no there there, until the May
20 Revise is out, until the Governor signs the budget into
21 law, there is no there there. And so what we're looking
22 at right now is we're getting all the preliminary stuff
23 in place, the A&E done, the State Fire Marshal approvals,
24 and getting all that done kind of set in abeyance waiting
25 for that approval.

1 We were going to go to Finance. We actually
2 talked to Bill Davidson, actually had a conference call
3 with him, talked to him about the potential for financing
4 the new factory because that was part of the package when
5 we went in the October was the recommendation or thought
6 that we may have to take a loan to finance the new
7 factory; and I think at that time it was about \$13
8 million.

9 Since then we have looked at our cash position
10 and it's getting better and better, so it looks at this
11 point in time, unless something crazy happens, it doesn't
12 look like we'll need to take a loan, which is good thing
13 for us for a bunch of reasons. Once you let Finance in
14 the door a little bit, they want to ask more and more
15 crazy questions and stipulations. But it looks like
16 we'll be fine without the loan. We'll know more at that
17 point in time, so the June Board Meeting will be more
18 telling about where we're at.

19 But our cash position now is better than it's
20 been for the whole entire last year and before they swept
21 that \$62 million; it's growing every month, and so we
22 don't have necessarily what I want in cash reserves,
23 which is about 90-day reserve, but we're about -- in that
24 \$60 million, we're about \$50 million-ish. There's enough
25 money to operate. We're not close to the edge.

1 What we're going to do, again, is keep going
2 with VSP and Solano, get them augmented, new equipment,
3 get the staffing packages ready to go. We're going to
4 meet with the warden. Secretary Diaz brought that up
5 yesterday, so we're going to work with institution
6 starting now to kind of frame up what a second ship would
7 look like. And, from the numbers we got, it appears if
8 we just put a second ship, maybe even one, but
9 potentially both of those, we'll be able to deal with the
10 ramp up until we get CCWF up and running.

11 The plan right now is that if we get the
12 approval in the budget in July, we would start that
13 process of ramping up CCWF; and we think it will take at
14 least a year. I think we talked about nine months, so we
15 pushed it out to a year. Felipe thought a year and a
16 half, so we will see where we're at. The notion we tried
17 to get if not all of it a lot of it up to speed by next
18 July 1st. There's going to be a ramp up.

19 Even if it's approved in the budget, what has to
20 happen then the Department of Health Care Services has to
21 get through their process. They got to request what they
22 call a spawn to the Federal Government to fund the
23 Federal Government side of that which is bigger than the
24 State side. That takes about four months, so just the
25 approval process once it's through the legislature and

1 Governor's office will be a minimum of six months.

2 Then, there's a ramp up time. The provider
3 network has to grow, the advertising, the engagement with
4 the constituents, the Medi-Cal folks, and so we suspect
5 there will be a pretty slow ramp up the first part of
6 2020, with it getting more demand by July. And we hope
7 by July that we'll have the major components of that new
8 factory along with VSP and Solano over here so we'll be
9 able to meet that demand, and I'm fairly confident that
10 we'll get there.

11 So right now it's just kind of a wait-and-see
12 game to some degree. We're doing all the preliminary
13 work, like I say, A&E, State Fire Marshal, spec'ing out
14 the equipment and all of that stuff. We're also going to
15 move forward with the revamping of what we call the annex
16 down at VSP. The annex is where all the prescriptions
17 come in because we're going to need that capacity when
18 that ramps up, even without the new factory. So we're
19 going to position ourself as much as we can prior to the
20 funding coming back, and, as soon as it does, we will be
21 in the position to have all of our ducks in the row and
22 take off.

23 So that's kind of where we stand with optical.
24 It's going to be great. The numbers on the return of
25 that, as far as value to PIA, are tremendous. So there's

1 no downside to that. We talked about the contrast about
2 what we sell them for and what other people; and while
3 our costs are less, they educated me that everybody who
4 deals with Medi-Cal is paid off the same rate sheet. So
5 there really is no savings to them whether they go with
6 us or somebody else. So that kind of is what that is.
7 But I think we're in good position. I think we got the
8 right people working on it, and I'm fairly confident,
9 extremely confident that we will get from here to there
10 if that comes back, and the likelihood seems pretty high
11 that it will.

12 BOARD CHAIR DIAZ: Okay. Questions?

13 BOARD MEMBER KELLY: So when we lost the ability
14 to make all the eyeglasses, we kept the monetary number
15 of dollar values so we don't have to have another public
16 hearing?

17 EXECUTIVE OFFICER WALKER: Yeah. No. There's
18 plenty of them there. Good question, though.

19 BOARD MEMBER MARTIN: So I got a quick question.
20 Being that it's going to be a women's facility and you
21 got a lot of men that are trained, you know, you can move
22 inmates around but you can't move a male inmate to a
23 female institution. How are you going to train all these
24 females to make these eyeglasses?

25 EXECUTIVE OFFICER WALKER: That is a great

1 question. So --

2 BOARD MEMBER DAVISON: Very easily. That's the
3 answer.

4 (Laughter.)

5 BOARD MEMBER MARTIN: What's the plan? Easily,
6 yes. What's the plan?

7 EXECUTIVE OFFICER WALKER: Here's the plan. The
8 plan is not a lot but some of those women, and I would
9 argue some of the core women, that were at VSP because
10 that used to be a women's facility there are now at CCWF.
11 So the plan is to canvas that population there and see if
12 we can find some of the core players to plug them in.
13 The other plan is we're going to put some manual
14 equipment in there to start training the offenders as
15 soon as we get to that point as well so we can have that
16 thing, to some degree, hit the ground running.

17 And the comfort level I have there is a lot of
18 moving parts, so I don't underplay that. The staff down
19 at VSP are amazing. I mean, if you recall, we switched
20 from male to female and didn't miss a beat in the demand,
21 the output, and that was hell of a lift trying to do
22 those, make that population change. So they've been
23 through that kind of a drama before, for lack of a better
24 term. So I have a lot of confidence in them. So those
25 are kind of the elements that we're looking at to make

1 sure that we have a good chance of meeting our goal
2 there.

3 BOARD CHAIR DIAZ: I think, Felipe, from one of
4 the questions is, you know, are we going to have the
5 population to sustain that work force? As Secretary, my
6 goal is to reduce our pop. while rehabilitating and
7 having better outcomes on the way out. Unfortunately,
8 one of the negative trends that we are seeing on intake
9 is in that female population, sadly. I'm trying to
10 address that --

11 BOARD MEMBER MARTIN: Gladly.

12 BOARD CHAIR DIAZ: Sadly. Sadly. I would like
13 to see that number going down.

14 BOARD MEMBER MARTIN: Oh, it's going up?

15 BOARD CHAIR DIAZ: It's trending up, the female
16 population. Nationwide, not just California, nationwide
17 the female population.

18 BOARD MEMBER DAVISON: And has been.

19 BOARD CHAIR DIAZ: And has been. So I think
20 this program fits into what we're trying to do if we
21 provide that skill and that training.

22 EXECUTIVE OFFICER WALKER: On that note since
23 you bring it up, we are currently, and I won't share any
24 names or anything, but we're looking to hire an
25 ex-offender that got out of the optical program that has

1 done very well for herself and her life. So we're
2 working down that road as well. So we want to walk the
3 talk, for lack of a better term. So I chatted with
4 Secretary about it yesterday, and I signed the package
5 today so that will be coming to you, because, yeah,
6 that's what we're here for. I want to bring those folks
7 back in and be able to point to that and some of the
8 success stories that we have in this organization.

9 BOARD CHAIR DIAZ: I look forward to signing it.

10 BOARD MEMBER JAMISON: Scott, just out of
11 curiosity, you mentioned that the Medi-Cal payoff is kind
12 of a fixed unit cost. I assume we've kind of done the
13 over/under comparison as to what we think our cost
14 produce will be at scale, and how does that compare?

15 EXECUTIVE OFFICER WALKER: To what they're
16 paying us?

17 BOARD MEMBER JAMISON: To what we're getting
18 reimbursed for?

19 EXECUTIVE OFFICER WALKER: Very well. Very
20 well.

21 BOARD CHAIR DIAZ: Okay.

22 EXECUTIVE OFFICER WALKER: So with that --

23 BOARD CHAIR DIAZ: With that, if there's no
24 other questions, we do have another action item --

25 EXECUTIVE OFFICER WALKER: Information item.

1 BOARD CHAIR DIAZ: -- Industry Employment
2 Program, and Thy is going to present it.

3 BOARD MEMBER KELLY: Is it an information or
4 action?

5 BOARD CHAIR DIAZ: Information. I'm sorry. I
6 don't think we have any action items.

7 BOARD MEMBER KELLY: So if I go, I won't leave
8 right now. Hopefully I'll make it through the whole
9 thing.

10 WORKFORCE DEVELOPMENT CHIEF VUONG: I'll keep it
11 short.

12 BOARD MEMBER KELLY: You take your time. I want
13 to hear what you have to say.

14 WORKFORCE DEVELOPMENT CHIEF VUONG: Take my
15 time? Be easy on me. Good afternoon, Mr. Chair and
16 Members of the Board, my name is Thy Vuong, and I'm new
17 Chief of Workforce Development at CALPIA.

18 (Applause.)

19 BOARD SECRETARY VUONG: As you know, CALPIA
20 regularly reports to the Board on our Industry Employment
21 Program for the most complete quarter. So, if you would
22 please turn to Information Item B in your binder, I will
23 go through some of the highlights from fiscal year
24 2018-19 second quarter.

25 First, one of the first highlights is the lost

1 hours component. As you know, lost hours is a mechanism
2 by which CALPIA measures and analyzes production time
3 that is lost, based on the total numbers available to
4 work during the quarter. CALPIA staff at each
5 institution make sure to work with the respective
6 institutions administration to maximize work hours and
7 productivity and minimize any production time lost.

8 For the current reporting quarter, the most
9 notable change in lost hours is the reporting of CHCF
10 lost hours, as CHCF was not active in prior years. With
11 the activation of CHCF, if you turn to Page 2 of
12 Information Item B, you can see that the total lost hours
13 increased by seven percent from the first quarter to the
14 second.

15 As you can also see from that summary chart on
16 Page 2, lost hours due to custody had the highest impact
17 to CALPIA's lost hours, seeing a fifty-three percent
18 increase from the prior quarter, and that is due to
19 reasons not controllable by CALPIA per se or the
20 institutions; it just happens to be that there were
21 lockdowns at those particular institutions that impacted
22 the workload or work hours of availability.

23 The next highlight I want to run through is
24 accredited certifications. As you know, these
25 certifications are bestowed by nationally recognized

1 organizations and companies to offenders who complete all
2 the requirements of their respective certifications.
3 CALPIA currently offers 127 total accredited
4 certifications.

5 In the second quarter, we saw 3,851 offenders
6 enroll in an Accredited Certification Courses, and 3,760
7 offenders were closed out. Of the closed certification
8 of that 3,760, sixty-nine percent were successful
9 completions and the remainder thirty-one percent were not
10 successful. The majority of the unsuccessful ones were
11 due to the offenders failing or being disqualified, and
12 the second reason was because they ended up being
13 unassigned or they dropped out of the program willingly.

14 BOARD MEMBER DAVISON: Thy, were any of those
15 due to, you know, like transfers out?

16 WORKFORCE DEVELOPMENT CHIEF VUONG: I do not
17 know, but unassigned part might encompass that. I will
18 have to verify. And that was only 15 percent of the
19 1,100 that were --

20 EXECUTIVE OFFICER WALKER: So to answer your
21 question, yes. Some of those were transfers. It's not a
22 big population, but some of those were. We're working --
23 there's a little bit of confusion out there right now,
24 not just on transfers, but on removing folks from
25 assignments. So I'm working with DRP to kind of provide

1 some clarification about how we do that. Because we got
2 somebody on assignment, and I think your point is, and
3 they're three-quarters of the way through this process,
4 and we should fight like hell to keep them in that
5 process.

6 BOARD MEMBER DAVISON: And let them complete
7 that program.

8 EXECUTIVE OFFICER WALKER: Right. And I think
9 part of that is leadership thing. We all got to get on
10 that page and do this stuff smartly. I think sometimes
11 they get on bus going somewhere. A lot of times the
12 warden, as you know, have some flexibility about what's
13 on that bus. So we have to continue to engage that.

14 WORKFORCE DEVELOPMENT CHIEF VUONG: Second
15 quarter Apprenticeship Programs. In January 2018, CALPIA
16 partnered with the U.S. Department of Labor and the
17 California Department of Industrial Relations, who have
18 become really valuable partners for us in this endeavor,
19 to create opportunities for offenders to earn both
20 federal and state-issued Apprenticeship Certificates.

21 The offenders need to demonstrate proficiency in
22 the particular occupation to successfully complete their
23 apprenticeship. So, in the second quarter, we saw 1,326
24 offenders were registered in the State Apprenticeship
25 programs, bringing our total up to 1,743. During the

1 same period, 204 offenders completed the State
2 Apprenticeship program, of whom 104 are pending receipt.

3 So, again, I just want to acknowledge the fact
4 that the DIR has been a wonderful partner for us, willing
5 to work with us in terms of expanding the apprenticeship
6 opportunity.

7 EXECUTIVE OFFICER WALKER: And this is a big
8 deal.

9 WORKFORCE DEVELOPMENT CHIEF VUONG: It is.

10 EXECUTIVE OFFICER WALKER: Prior to Thy and the
11 folks up there getting this going, we used to give out
12 certificates because a guy stood in front of a press for
13 1,500 hours. Whether he knew how to run the damn thing
14 or not, he stood there 1,500 hours, here's your
15 certificate. The problem with that is when they get out
16 into the workforce and they show that to a perspective
17 employer and they go in there and they don't know
18 anything, it sours the waters for everybody that comes
19 behind him, and it really is not a good representation of
20 us.

21 So moving this over from an old process, which
22 was not very structured, to a new one is a huge thing for
23 us, where there's something now behind it. They got to
24 demonstrate that they have the skill, knowledge, and
25 ability to get that certification, not just the fact that

1 they were in the shop for 1,500 hours. This is going to
2 change the skill levels and the employment opportunities,
3 I think, for folks when they get out as well.

4 WORKFORCE DEVELOPMENT CHIEF VUONG: It's
5 something that Mr. Walker has sort of reiterated with me
6 since I've been appointed to this position is the fact or
7 the importance of the warm hand off. It doesn't mean
8 anything to earn a piece of paper on the inside, if
9 there's not a smooth transition on the outside. There's
10 that meaningful continuity of that relationship.

11 The last highlight I wanted to bring to your
12 attention is the Transition-to-Employment program. The
13 CALPIA actively supports transitioning offenders by
14 creating customized re-entry packets upon release, and
15 they get a copy of that. It includes their
16 certifications, listing their job history, their DMV
17 appointment is scheduled -- it should be scheduled. It
18 is indicated that they need that driver's license -- how
19 to get your birth certificate, et cetera.

20 We are starting to file more than we have in the
21 past quarter we have than all of last year. In fact,
22 this last fiscal year alone. We did 122 in the second
23 quarter alone, and that's compared to 195 total that were
24 provided in all of last year. So if this trend
25 continues, we're going to have that warm hand off, we're

1 going to have staff actively participating to make sure
2 that the transition packets are catered exactly to what
3 those offenders need when they go home.

4 Other information included is specific
5 second-chance employers that work in the county they are
6 paroling to, and other resources that they might need.
7 So this is something that's hitting home particularly
8 strongly for me. Our staff have been committed to that
9 and buying into that and so that's something we'll be
10 looking into this coming year.

11 BOARD MEMBER JENKINS: Who gets those packets?

12 WORKFORCE DEVELOPMENT CHIEF VUONG: The
13 offenders. We're also kind of working with Alameda
14 County to pilot something to where if we can provide a
15 copy of that re-entry packet to the probation, how would
16 that look like. So we're building that relationship,
17 seeing how it would look like, and, if so, that could be
18 something that would be employed state wide.

19 BOARD MEMBER JENKINS: Well, speaking on behalf
20 of probation, I would tell you that they're dumb if they
21 don't jump at that. So if you haven't already, like,
22 included in your planning, engage CPOC, Chief Probation
23 Officers Association.

24 WORKFORCE DEVELOPMENT CHIEF VUONG: We haven't
25 quite done that, and I think that's a great opportunity

1 to build those partnerships and absolutely. So it's one
2 thing to give the offenders their packet. They may
3 proactively work on it. They may say, it's overwhelming;
4 I don't want to go through all this material; I don't
5 want to go to the DMV office because it's overwhelming; I
6 don't know where to go.

7 So if the probation officer has that piece, they
8 actively help push that along.

9 BOARD MEMBER JENKINS: I just really want to
10 endorse that.

11 WORKFORCE DEVELOPMENT CHIEF VUONG: Right on.

12 BOARD MEMBER JENKINS: It's great that Alameda
13 is targeting with them to see how it works, but I almost
14 can guarantee you that after you collect whatever you
15 want to collect from Alameda, if you take a presentation
16 -- and the secretary is in front of CPOC all the time --
17 but I know that this is CALPIA. If you can present that
18 in a way to the Chiefs, because all of them that are
19 trying to some sort of plan to better engage that PRCS
20 population.

21 So that packet with that information to those
22 departments would be critical to successful reengagement
23 at the county level of that population. Whatever I can
24 do to help you with that, I will help with that.

25 BOARD CHAIR DIAZ: To add to max invitation I

1 also would like to get you at my next presentation with
2 CPOC, which is in May. I will be in front of all the
3 Chiefs in May, in South Lake Tahoe where I do give my
4 presentation. And I do give somewhat -- it's almost a
5 redundant presentation to CPOC, but I would love to get
6 any handout that you can provide the Chiefs. They love
7 the handouts. Facilitate their input, because this is
8 exactly what they need because each 58 counties are
9 different, and we have some counties that work
10 collectively together, like a tri-county effort. So I
11 would love to get you in front of them.

12 BOARD MEMBER DAVISON: I just have a question.
13 Is there a reason why this couldn't work with parole as
14 well?

15 WORKFORCE DEVELOPMENT CHIEF VUONG: Absolutely.
16 That's part of the process, yes.

17 BOARD MEMBER DAVISON: Okay.

18 WORKFORCE DEVELOPMENT CHIEF VUONG: Definitely
19 has to involve conversations.

20 EXECUTIVE OFFICER WALKER: She kept saying
21 probation, but she actually means parole.

22 BOARD CHAIR DIAZ: We need probation too.

23 BOARD MEMBER DAVISON: Probation is different
24 than parole.

25 BOARD CHAIR DIAZ: Almost half of our population

1 -- over 40 percent of our population goes directly to
2 probation.

3 BOARD MEMBER DAVISON: And they have the fewest
4 amount of services. No, but I mean in terms of coming
5 out.

6 BOARD MEMBER JENKINS: They struggle looking for
7 what's exactly in this packet. They're struggling for
8 that.

9 BOARD MEMBER DAVISON: Exactly. So I can see
10 where this would be critical for the probation
11 population, but there's no reason why that same packet
12 couldn't go to parol.

13 WORKFORCE DEVELOPMENT CHIEF VUONG: Absolutely.
14 Absolutely.

15 BOARD MEMBER DAVISON: This is fabulous.

16 WORKFORCE DEVELOPMENT CHIEF VUONG: It's a huge
17 compliment. CDCR Alameda County, it's a huge compliment
18 to hear that they thought our re-entry packet is a model.

19 BOARD MEMBER JENKINS: I'm endorsing that.

20 WORKFORCE DEVELOPMENT CHIEF VUONG: It does have
21 to be condensed and refined; we're looking into that as
22 well. But the idea is, as this Transition-to-Employment
23 program gets stronger, we identify CALPIA offenders
24 released in the county. We keep more vigilant on that.
25 We'll be able to provide that as, you know, more

1 regularly, more consistently, and no one gets left
2 behind.

3 BOARD MEMBER KELLY: Just a question, quick
4 question. The DMV driver's license and the birth
5 certificate.

6 WORKFORCE DEVELOPMENT CHIEF VUONG: Yeah.

7 BOARD MEMBER KELLY: So we put in the packet how
8 to get it?

9 WORKFORCE DEVELOPMENT CHIEF VUONG: Correct. We
10 even schedule the DMV appointment, but there's some
11 restrictions. They don't have to let us know if they
12 follow up on the appointment. I don't understand the
13 legality behind that; maybe Jeff can help you with that.
14 The best we can do is make the appointment for them, put
15 it in their informational packet, and emphasize to them,
16 "This is something we've done this for you. You need
17 this on the outside, but it's up to you to go to that
18 appointment."

19 BOARD CHAIR DIAZ: What this does is this is an
20 enhancement to the current warm handoff packages that the
21 institutions put together for parole and probation. This
22 is more on the workforce side to amplify the actual
23 skills that they have.

24 BOARD MEMBER KELLY: Just, you know, while, you
25 know, to fill out the I9 forms; right? There's a lot of

1 documents that employers can pick from, but they also
2 pick, you know, the driver's license, you know, birth
3 certificate, something like that that they can use. So
4 is there any way that we can do more to get the high
5 school diploma? We have them for a while, if we know
6 they have one. Can we --

7 WORKFORCE DEVELOPMENT CHIEF VUONG: Absolutely.

8 BOARD MEMBER KELLY: -- try to facilitate that,
9 so when they get out they have it in the packet.

10 WORKFORCE DEVELOPMENT CHIEF VUONG: That's
11 included in there.

12 BOARD MEMBER KELLY: If you get a job and the
13 employer asks for your driver's license and you don't
14 have it, you know, it seems to be --

15 BOARD SECRETARY VUONG: Right.

16 BOARD MEMBER KELLY: -- a detriment to all the
17 work we've done to give them all the other stuff that's
18 going along with, Yeah, we can hire you, but we need to
19 prove that you're a -- right? I'm just wondering if
20 there's something else we can do.

21 BOARD CHAIR DIAZ: There are efforts on CDCR
22 side on the CAL ID, to make sure they have a valid
23 California ID as they leave. A driver's license is
24 another issue. We're working with DMV on that, but a lot
25 of that they have been -- if they've been there more than

1 ten years, they need a refreshed photograph, deemed to be
2 approved photograph. I mean, we got cameras in all my
3 prisons, but it's got to be a certain photograph. We are
4 working with DMV on mobile unit to try to get these, so
5 they can leave with official documents and especially
6 driver's licenses.

7 BOARD MEMBER KELLY: Very good. Thank you.

8 WORKFORCE DEVELOPMENT CHIEF VUONG: Other than
9 that, that concludes my presentation.

10 BOARD MEMBER MARTIN: Thank you.

11 BOARD CHAIR DIAZ: Thank you, Thy.

12 EXECUTIVE OFFICER WALKER: Thank you, Thy.

13 BOARD MEMBER KELLY: They're all easier from
14 here.

15 (Laughter.)

16 WORKFORCE DEVELOPMENT CHIEF VUONG: Promise?

17 BOARD CHAIR DIAZ: Okay. At this point, I would
18 like to we're going to go into External Affairs Updates.
19 We have Michele Kane in front us.

20 EXTERNAL AFFAIRS CHIEF KANE: Good morning. I
21 should say, good afternoon, Board Members. I'm Michele
22 Kane, Chief of External Affairs. I would like to
23 highlight some important events and activities since our
24 last board meeting in January.

25 Scott mentioned we held Recognition Ceremony at

1 Pelican Bay State Prison. That involved our AutoCAD as
2 well as our Computer Coding classes. It was a special
3 event. We partner with CDCR, Division of Rehabilitative
4 Program, The Last Mile, and Autodesk to help with the
5 success of these programs. Students demonstrated their
6 projects. We had media up there. It was a wonderful
7 event.

8 Interesting note, the AutoCAD program, I don't
9 know if you know this, but it started in Facility D of
10 Pelican Bay, which was the Security Housing Unit, the
11 SHU, and they transformed 480 cells. So that was
12 interesting. It started there and, then, it has since
13 moved since the program has grown so large.

14 Couple of events to mark on your calendars. We
15 have a big graduation at CIW, California Institution for
16 Women in Corona. That's set for May 1st. We also have
17 another graduation, female graduation, at Folsom Women's
18 Facility; that is June 6th. Both of those graduations we
19 are looking upwards of approximately 70 plus women,
20 getting their certifications in various classes and
21 programs from coding, to pre-apprentice carpentry,
22 pre-apprentice construction and labor, general
23 facilities, maintenance and repair, as well as health
24 care facilities maintenance.

25 We had KCRA. They did a feature piece on

1 CALPIA's dairy at DVI. We're still waiting for that
2 report to air. The reporter highlighted the importance
3 of rehabilitation and how men can land jobs in the
4 agriculture industry. I'm also working with NBC nightly
5 news right now, and they are interested in featuring our
6 commercial dive program at CIM. We're going to do that
7 in connection with the CIW graduation. I am going to fly
8 down on Monday to be with the reporter down there. They
9 saw the CNN great big story piece that aired about the
10 dive program, and it just snowballed after that, which is
11 great for us.

12 On a legislative note. We're tracking three
13 bills that would create approximately 21 distinct license
14 plates. SB 140, that's the Endless Summer Plate; SB 509,
15 a Housing Crisis Awareness Plate; and SB 593, which would
16 require the California Department of Parks and Recreation
17 to apply to DMV to sponsor a license plate program
18 bearing the officially licensed logo of California sports
19 franchise teams.

20 Three of these bills are all in the
21 transportation committees right now. If these bills are
22 approved, the DMV still requires that minimum order of
23 7,500 hundred for specialty plates. As always, CALPIA
24 will be able to meet the needs, but these are a lot of
25 specialty plates. With that, I look forward to seeing

1 everybody at our next Board Meeting it's in June, I
2 believe.

3 EXECUTIVE OFFICER WALKER: The 19th of June it
4 looks like.

5 BOARD MEMBER JENKINS: Where will we be?

6 EXECUTIVE OFFICER WALKER: Here.

7 WORKFORCE DEVELOPMENT CHIEF VUONG: Yes. 1:00
8 p.m.

9 BOARD CHAIR DIAZ: Thank you, Michele.

10 BOARD MEMBER KELLY: 1:00 p.m. did you say?

11 WORKFORCE DEVELOPMENT CHIEF VUONG: 1:00 p.m..

12 BOARD CHAIR DIAZ: We will now move onto the
13 portion of the meeting that's reserved for public comment
14 for items not on the agenda, and I'll just have to read
15 the caveat here. The Board cannot act on items raised
16 during the public comment, but may respond briefly or may
17 request clarification to items to staff. And there will
18 be a two minute time limit per comment, which the Board
19 Secretary will keep the time for us. We will open up the
20 public comment.

21 WORKFORCE DEVELOPMENT CHIEF VUONG: No speaker
22 request forms were submitted.

23 BOARD CHAIR DIAZ: Okay. Well, thank you. This
24 concludes our Prison Industry Board Meeting, April 9th.
25 Is there a motion to adjourn?

1 BOARD MEMBER KELLY: So moved.

2 VICE CHAIR SINGH: Second.

3 BOARD CHAIR DIAZ: All in favor?

4 (Ayes.)

5 BOARD CHAIR DIAZ: All right. Meeting

6 adjourned.

7 (Off record: 3:05 p.m.)

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1 C E R T I F I C A T E O F R E P O R T E R

2
3 I, MICHELLE M. WILSON, a Certified Shorthand
4 Reporter, do hereby certify:

5 That I am a disinterested person herein; that
6 the foregoing California Prison Industry Authority
7 meeting was reported in shorthand by me, Michelle M.
8 Wilson, a Certified Shorthand Reporter, and thereafter
9 transcribed under my direction, by computer-assisted
10 transcription.

11 I further certify that I am not of counsel or
12 attorney for any of the parties to said meeting nor in
13 any way interested in the outcome of said meeting.

14 IN WITNESS WHEREOF, I have hereunto set my hand
15 this 24th day of April, 2019.

16
17
18 /s/Michelle Marie Wilson
19 Michelle Marie Wilson, CSR 14303
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