

BOARD MEETING
OF THE
CALIFORNIA PRISON INDUSTRY AUTHORITY

Held in person and via Zoom

CALIFORNIA PRISON INDUSTRY AUTHORITY
California PIA Showroom
2125 19th Street
Sacramento, California 95818

TUESDAY, OCTOBER 10, 2023

10:00 A.M.

Transcribed By:
Melinda Marion
Board Secretary
California Prison Industry Authority

APPEARANCES

Board Members (*present via teleconference)

Jeff Macomber, Chair
Darshan Singh, Vice Chair*
Armond Aghakhanian*
Dawn Davison*
Katherine Minnich*
Kyle Patterson*
Carlos Quant
Troy Vaughn*
Eddy Zheng

Staff Present

William Davidson, General Manager
Jared Renfro, Acting General Counsel
Melinda Marion, Board Secretary
Rusty Bechtold, Assistant General Manager, Workforce
Development Branch
Suzie Changus, Chief Assistant General Manager
Michele Kane, Assistant General Manager, External
Affairs
Nicole Collins, Assistant General Manager, Operations

Guest Speakers

Dr. Susan Turner, Center for Evidence-Based Corrections,
University of California, Irvine
Dr. James Hess, Center for Evidence-Based Corrections,
University of California, Irvine

Public Comment

Katrice Hurd, Quality Assured Cleaning Services

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1 P R O C E E D I N G S

2 October 10, 2023 10:01 A.M.

3 CHAIR MACOMBER: Good morning, everybody.

4 I'll call the meeting of the Prison Industry Board to

5 order at 10:01 AM. I'd also like to note that this

6 meeting is being held at a publicly noticed location.

7 We'll begin by asking we will begin by asking the Board

8 Secretary to please call the roll.

9 BOARD SECRETARY MARION: Alright. Good
10 morning, everyone. Chair Jeff Macomber?

11 CHAIR MACOMBER: Here.

12 BOARD SECRETARY MARION: Vice Chair Dar Singh?

13 I know he's here, I see him right there.

14 Member Armond Aghakhanian?

15 MEMBER AGHAKHANIAN: Here.

16 BOARD SECRETARY MARION: Member Dawn Davison?

17 MEMBER DAVISON: Here.

18 BOARD SECRETARY MARION: Member Michael Lopez?

19 MEMBER LOPEZ: Here.

20 BOARD SECRETARY MARION: Member Katherine
21 Minnich?

22 MEMBER MINNICH: Present

23 Member Kyle Patterson?

24 BOARD SECRETARY MARION: And Member Carlos
25 Quant?

26 MEMBER QUANT: Here.

1 BOARD SECRETARY MARION: Member Troy Vaughn?

2 BOARD SECRETARY MARION: Member Eddy Zheng?

3 MEMBER ZHENG: Here.

4 All right. Let the record show we have a
5 quorum of six members.

6 CHAIR MACOMBER: Thank you. Well, welcome
7 Board Members and attendees, and thank you for being
8 here today for the Prison Industry Board Meeting. I'd
9 like to note that this Board Meeting is being conducted
10 both in person here at the CALPIA showroom and via
11 teleconference pursuant to the provisions outlined in
12 Section 27 of Senate Bill 143.

13 I would also like to introduce and welcome our
14 newest Board members, Eddy Zheng, who has joined us here
15 in person and Katherine Minnich who is joining us via
16 Zoom. Welcome. Mr. Zheng was appointed to the Board by
17 the Speaker of the Assembly, Anthony Rendon, on June
18 28th, 2023, and fills the position previously held by
19 Mack Jenkins. Ms. Minnich was appointed by Director of
20 the Department of General Services, Ana Lasso, on
21 September 1st, 2023, and fills the position previously
22 held by Jemahl Amen. Please join me in welcoming Mr.
23 Zheng and Ms. Minnich. Eddie or Katherine, do you have
24 anything you'd like to say today?

25 MEMBER MINNICH: Thank you. I look forward to
26 this opportunity to appreciate the opportunity to serve

1 on the Board and look forward to future meetings.

2 MEMBER ZHENG: Thank you Chair Macomber for the
3 warm welcome. Happy new breath everyone. I just want to
4 take the opportunity for everyone to take a deep breath.
5 So, for me, if we don't have anything in common, we have
6 that breath in common because that breath keeps us
7 alive. My name is Eddy Zheng, I use He/Him pronouns. I'm
8 currently staying in Oakland, California. I am grateful
9 for the opportunity to join the Board because, as
10 someone who has spent 21 years of my life growing up in
11 the prison industry complex, I find this appointment to
12 be very serendipity in many ways. Just because how,
13 through my incarceration, the prison industry was a part
14 of my life. Because I participated in different programs
15 in the prison industry, and I think that's benefited me.
16 I also have many friends who have also participated in
17 the programs and have benefited from them in different
18 ways. And so now it's an opportunity for me to do more
19 and be able to work with everyone here, and hopefully
20 continue to improve the organization and then to be able
21 to improve the quality of life for Californians. So, I
22 appreciate the opportunity.

23 CHAIR MACOMBER: Thank you, Katherine and Eddy.

24 BOARD SECRETARY MARION: Sorry, real quick.
25 Please let the record show that Dawn Davison and Kyle
26 Patterson have joined the meeting.

1 CHAIR MACOMBER: Okay, thank you for those
2 words. And a brief note about public comments. If any
3 member of the public would like to comment, please fill
4 out a speaker request form and hand it to the Board
5 Secretary. For any members of the public who are on the
6 line right now who would like to comment, we will give
7 out further instructions on how to raise your hand and
8 let the organizer know you would like to speak. I would
9 request that everyone announce their full name and
10 affiliation, if necessary, before speaking so there is
11 no confusion. Each speaker will be limited to two
12 minutes for public comment.

13 I'd like to start with the opportunity for any
14 Board Members to make any opening remarks. Any Board
15 Members would like to make any opening comments? Seeing
16 none. Thank you.

17 We'll move on to the General Manager's
18 comments. Mr. Davidson?

19 MR. DAVIDSON: Good morning, Chair Macomber
20 and Board Members. It's great to be with you here
21 today. I too want to welcome new Board members Mr. Zheng
22 and Ms. Minnich. I have had the pleasure to visit with
23 both, as well as tour our operations at Folsom State
24 Prison with Ms. Minnich the week before last. And I am
25 very excited about the perspective, experience, and
26 enthusiasm that they both bring to CALPIA. They both

1 have different backgrounds and very unique experiences
2 that will serve us well.

3 I also want to take this opportunity to
4 express my sincere gratitude and appreciation to Mr.
5 Jenkins and Mr. Amen for their service on the Board.
6 And I want to give a special recognition and
7 acknowledgement to Mack Jenkins. In my time being
8 associated with CALPIA, both as a Board Member and as an
9 employee, I have always been amazed at the level and
10 depth of commitment and passion that Mack has for our
11 mission and what we do. His level of engagement has
12 been exceptional, and his contributions have been
13 invaluable. I am personally grateful for his guidance
14 and direction and for his willingness to draw upon his
15 experiences and the relationships that he has forged
16 over many years working in this field, to help better
17 the work that we do. I will always consider it a
18 pleasure to have worked alongside and been mentored by
19 Mack Jenkins. He has left a positive, memorable legacy
20 with us. I had the opportunity to check in with Mack
21 over the weekend, and he asked me to express his
22 greetings and thanks to each of the Board members as
23 well as PIA staff and also to Dr. Turner and Dr. Hess
24 and I just appreciate Mack and his service on the Board.

25 I would now like to share with the Board a
26 slight restructuring that was made to our Executive

1 team. This is not a change that I came up with myself,
2 but rather it was recommended to me by our
3 Administration team and a consultant who was advising us
4 on our organizational structure. Prior to this
5 restructuring all nine of the Assistant General Managers
6 reported directly to the General Manager. This is
7 inconsistent with how other agencies of our size
8 operate. Most other agencies have Deputy Directors,
9 with most of them reporting to a Chief Deputy Director.
10 The recommendation came that we should establish a Chief
11 Assistant General Manager, with most of the Assistant
12 General Managers, or what we refer to as AGMs, reporting
13 to the Chief AGM. To make this happen, I did not want
14 to add an additional position to our organization to
15 accommodate this, so with the retirement of Randy Fisher
16 late last year, we utilized his vacant position to
17 create the Chief AGM position. In July, we filled that
18 position and Suzie Changus is our Chief AGM.

19 Suzie has a strong vision and passion for our
20 mission and the work that she's done on our strategic
21 plan has been outstanding. You'll hear a little bit more
22 from her on that later in this meeting. She's well
23 respected throughout the organization. I know that
24 she'll continue to do an excellent job in this role. And
25 Suzie would typically be here at this meeting. She was
26 in Boston last week on vacation and brought home some

1 Boston crud, so she's not feeling great and she will be
2 joining us remote today and be doing her presentation
3 later virtually.

4 With Suzie's appointment to this new position,
5 a vacancy in the Chief Information Officer obviously
6 occurred. As you saw an email a few weeks ago, we are
7 very pleased to have Danny Berringer as our new CIO.
8 Danny is not an unfamiliar face at this meeting, maybe
9 an unfamiliar name. Danny has over 14 years' experience
10 with CALPIA and has done an outstanding job in each of
11 his prior assignments. He has hit the ground running,
12 and we are thrilled to have Danny as our new CIO.

13 MR. BERRINGER: Thank you, I really appreciate
14 the opportunity, thank you.

15 MR. DAVIDSON: I just want to give a brief
16 update on the results of bargaining. So last month,
17 union membership ratified, the Legislature passed, and
18 the Governor signed new labor agreements that affect the
19 great majority of CALPIA employees. Specifically, SEIU
20 Local 1000 (SEIU) and the International Union of
21 Operating Engineers (IUOE), which collectively represent
22 over 98% of our civil service staff. Both reached three-
23 year deals with the State. When we developed our Annual
24 Plan for this year, we built in the assumption of a 3%
25 salary increase across the board for all CALPIA staff.
26 We also anticipated that salaries for custodians may

1 likely come in higher than that, and that those
2 increases would be accounted for through our contract
3 with the California Correctional Health Care Services
4 (CCHCS).

5 The final contracts for both SEIU and IUOE do,
6 in fact, contain 3% salary increases for all employees
7 retroactive to July 1 of this year, with an additional
8 3% increase for SEIU and 4% for IUOE effective July 1 of
9 next year and another 3% or 4%, depending on economic
10 conditions, effective July 1, 2025.

11 With the custodian series, we are quite
12 thrilled that the end result is a significant (and well-
13 deserved) increase beyond the 3% for those employees in
14 the custodian classifications. Specifically, those in
15 the Custodian I classification are receiving an
16 additional 5% special salary adjustment (above the 3%
17 general salary increase), and those in the Custodian II
18 classification are receiving an additional 6.61% special
19 salary adjustment, again, above the 3% general salary
20 increase). Both of these increases are also retroactive
21 to July 1. And in addition to these increases, all
22 employees in the Custodian series (including managers
23 and supervisors) will receive another 10% permanent
24 special salary range effective January 1, 2024.

25 So bottom line is that of January first of
26 next year, employees in the Custodian I classification

1 will have a salary increase of 17% above where they were
2 on June of this year and employees in the Custodian II
3 classification will have a salary increase of 19.61%
4 above where they were on June 30 of this year. I
5 personally, and we as an organization, could not be more
6 excited and pleased with this outcome. We have been
7 working hard for quite some time to bargain for higher
8 salaries for these workers and are just so happy to see
9 these results.

10 Several IUOE classifications also received
11 special salary adjustments above and beyond the 3%
12 general salary increase. Specifically, all industrial
13 supervisor classes, skilled laborer positions, heavy
14 equipment mechanics, and heavy truck drivers are
15 receiving an additional 4% retroactive to July 1. So,
16 their net increase is a 7% raise from where they were on
17 June 30.

18 I would like to acknowledge Philip Auzins, the
19 sole CALPIA Labor Relations office staff, and those who
20 supported him, working tirelessly over the last several
21 months, including many late nights and weekends, to help
22 get us to this final agreement. They have done an
23 outstanding job, and we appreciate and recognize their
24 great efforts. They led the effort at the bargaining
25 table and as a result, not only CALPIA, but several
26 other state agencies, including CalVET, Department of

1 Developmental Services, Department of State Hospitals as
2 well as CCHCS and CDCR were able to see the 10% special
3 salary range extended to staff in their custodial ranks
4 as well.

5 We are confident that these substantial salary
6 increases will be a great help to us in our ongoing
7 efforts to recruit and retain custodians across the
8 state.

9 Kind of along those lines, I wanted to give
10 you a brief update as well, on a request that we
11 received last month to take over the cleaning of the
12 psychiatric inpatient program known as the PIP program
13 at the California Medical Facility in Vacaville. Pride
14 Industries currently cleans this large PIP area at CMF
15 however SEIU challenged the contract between CCHCS and
16 Pride Industries citing a conflict with Government Code
17 section 19.1.30 which does not allow personal service
18 contracts to be awarded for work that can be done by
19 civil service employees. In May of this year, the State
20 Personnel Board agreed with SEIU's argument and ruled
21 that the contract with CCHCS and Pride Industries is in
22 violation of this government code and must be
23 terminated. CCHCS reached out to us to see if we would
24 be able to take on the cleaning of this large PIP area
25 at CMF, we are currently working closely with CCHCS to
26 determine exactly how much of the more than 132,000

1 square feet we will clean, and what the requirements
2 will be for us to do so. The Pride Industries contract
3 must be terminated no later than August third of next
4 year, and we anticipate this to be a rather large
5 undertaking.

6 We are committed to ensuring that we bring on
7 the appropriate level of staffing and to do an
8 outstanding job as our HFM team always does. We are also
9 very encouraged by the increases in the salaries of the
10 custodial staff. This will help us tremendously, as we
11 likely will be looking to hire a significant number of
12 new custodial staff in this region.

13 And most of all, we're excited for the
14 increased job training opportunities that we will be
15 able to provide to incarcerated individuals at this
16 institution.

17 Now as I mentioned to you in an email a couple
18 of weeks ago on September 15th, CALPIA launched a live
19 Proof of Concept for our new Enterprise Resource
20 Planning, or ERP planning system, which is known as SAGE
21 X3. The License Plates Enterprise at Folsom State Prison
22 was our willing test subject. The purpose of going live
23 with a proof of concept was to better understand gaps
24 that needed to be addressed and to develop a strong,
25 repeatable implementation process. The CALPIA team
26 identified lessons learned and have begun implementing

1 improved processes to ensure upcoming deployments go as
2 smoothly as possible.

3 We have had our current system for more than
4 16 years, our current system was put in place in 2007,
5 and it is truly antiquated and has surpassed its useful
6 life. Our ERP system is the core operating system for
7 the organization. It runs the shop control functions
8 within each of our enterprises as well as the financial
9 operations. It is used by many of our staff out in the
10 field (both civil service and incarcerated staff) as
11 well as by many of our Operations and Accounting staff
12 at Central Office. The rollout of this new system will
13 provide our incarcerated workers with the opportunity to
14 learn and work with a system that is much more commonly
15 used by manufacturing businesses that will be potential
16 employers when they return home.

17 We chose to begin with one of the more
18 straightforward enterprises, the License Plates
19 enterprise, to allow us to be able to work through some
20 of the challenges both from a technical as well as an
21 operational perspective. We fully anticipated that
22 there would be issues to work out as we implemented.
23 This has been the case. But I am happy to say that we
24 have not encountered any problems that we are not able
25 to work through. We are focused right now on some of
26 the relationships between the operations and financial

1 sides of the system. Our plan is to begin rolling the
2 system out to additional enterprises within Folsom in
3 the coming weeks and months. We will be rolling the
4 system out in a phased approach in order to mitigate
5 issues and manage the new system appropriately.

6 We are excited as an organization about what
7 this new system will bring. Just a few key examples of
8 how this new system will benefit us include, first of
9 all, the barcoding of inventory. We have always relied
10 on a manual accounting and control of our inventory.
11 This puts a heavy reliance on individuals within the
12 enterprises to manually track inventory levels and
13 account for the use of the inventory. The new system
14 includes bar coding, which will allow us to track
15 inventory in an automated, systematic manner, which will
16 increase the accuracy and accountability of the supplies
17 that we use. As with the new system itself, the bar-
18 coding feature will also enhance the job training skills
19 that our incarcerated workers will gain, which will be
20 highly transferable to jobs they obtain once they return
21 to their communities. The new system will provide us
22 with more real-time data, both operationally as well as
23 financially - to know the status of items that are in
24 various stages of production, as well as knowing the
25 true cost of producing these items.

26 We are truly thrilled to see the progress that

1 has been made in getting us to this point. There is a
2 growing excitement within CALPIA as staff across the
3 state see the reality of this new system and the
4 positive impact that it will have on their jobs on a
5 day-to-day basis. I want to just very briefly show you,
6 and if we could bring up this chalkboard, you will see
7 here is the actual first Shop Order that was produced by
8 the team in the License Plates enterprise. They are
9 very proud, and rightly so, of this document - in fact,
10 they are framing it, and this is going to be posted on
11 the wall within the License Plate factory - similar to a
12 new business that would traditionally frame their first
13 dollar bill. We are framing our first license plate shop
14 order, so it's pretty exciting. So, this is just a brief
15 update on where we are with the SAGE X3 system. And
16 again, we have actually begun the implementation phase
17 of this project and we are excited to see it start to
18 roll out across the state.

19 And finally, I just wanted to update you on
20 Senate Bill 340. As we discussed at the last Board
21 meeting, Senate Bill (SB) 340 was pending legislation
22 having the potential to impact our Optical program very
23 negatively. If passed, this bill would allow opticians
24 to utilize providers other than CALPIA to produce Medi-
25 Cal eyeglass orders. At the time of the June Board
26 meeting, this bill was waiting to be heard in the

1 Assembly policy committees, specifically Health and
2 Public Safety. Shortly after our Board meeting the
3 author of the bill moved it to a two-year bill, which
4 essentially removed it from the legislative process for
5 this legislative cycle. Of course, there is still the
6 possibility that it will resurface in the next
7 legislative cycle, but the bill did not move forward
8 this year.

9 As for the Optical program itself, it is as
10 strong as ever. We are producing eyeglasses within our
11 five-day turnaround timeframe and the quality of our
12 product remains solid. The incarcerated men and women
13 who work in this program continue to receive valuable
14 job-training experience and certifications. In fact, we
15 continue to receive reports of individuals who are
16 thriving in their careers post-release. One of our most
17 recent success stories is a gentleman named Robert
18 Castaneda, who received his Optician certification while
19 working for CALPIA's Optical Lab at California State
20 Prison, Solano. He worked in the program for seven
21 years. When he returned to his community in 2021, he
22 filed with the State Board of Optometry and started
23 working at Eyeglass World. Robert now works as a
24 licensed Optician at Lens Crafters and is thankful for
25 the job training he received while incarcerated. I would
26 like to share with you what he said about the meaning of

1 the CALPIA Optical program to him, personally - and he
2 said quote, "CALPIA gave me a foundation that I could
3 use in society. I am a licensed Optician and have been
4 able to buy a home and a car because of the career
5 training I received. I am grateful for CALPIA's Optical
6 program, especially the staff who supported me along the
7 way."

8 So continued great work by all who support our
9 Optical program.

10 These are the updates and information that I
11 wanted to share with you today and again thank each of
12 you for your continued support and the great work that
13 you do to provide the outstanding job training and
14 rehabilitation opportunities to the men and women that
15 we work with across the state.

16 BOARD SECRETARY MARION: And please let the
17 record show that board member, Michael Lopez joined the
18 meeting at the beginning the of General Manager
19 Comments.

20 CHAIR MACOMBER: Thank you, Mr. Davidson. We'll
21 go ahead and move on to our meeting items for today.
22 Move on to Action Item A please.

23 MR. DAVIDSON: Great, so here to present
24 Action Item A is Rusty Bechtold, our Assistant General
25 Manager for the Workforce Development Branch as well as
26 Dr. Susan Turner and Dr. James Hess from the University

1 of California, Irvine, Center for evidence-based
2 corrections.

3 MR. BECHTOLD: Hello, Board members. I'm Rusty
4 Bechtold, the Assistant General Manager of Workforce
5 Development. I'm presenting the PIB Action Item A,
6 Exhibit Title "The Effect of Prison Industry Authority
7 on Recidivism and Evaluation of the California Prison
8 Industry Authority (CALPIA) comparison among CALPIA
9 programs". This is in your binder for the adoption
10 developed by the University of California, Irvine,
11 Center for evidence-based correction study report. I use
12 the study from the original recidivism data from the
13 first adopted CALPIA recidivism report. But in greater
14 detail the data was broken into CALPIA specific work
15 group types as compared to the overall control group.

16 In today's presentation, we are thankful and
17 honored to have special guests in person to present the
18 CALPIA recidivism findings. Our first guest is Dr. James
19 Hess. He is the senior statistician with the Center of
20 Evidence-based Corrections (CEBC). He received his Ph.D.
21 from the University of California, Irvine school of
22 social science and the program of social networks. His
23 dissertation focused on migration, economic development
24 and globalization, using ethnographic and survey field
25 research in an Orange County immigrant community, and
26 across a year's residence in the Marshall Islands. This

1 project showed the linkage between the dynamics of
2 migration systems and phases in the evolution of
3 globalization and argue that the sustainability of
4 development projects is a function of regional political
5 economy and international finance as well as local
6 ecology and institutions.

7 He has also participated in research projects
8 at the division of epidemiology, the center for Public
9 Health research and the UCI libraries and has provided
10 consulting and advanced statistical analysis for
11 systematic qualitative data. At CEBC, he is currently
12 focused on recidivism in the rural population and
13 predictors of the risk of recidivism with a particular
14 interest in family structures and Caucasian ethnicity,
15 identity and community neighborhood effects.

16 Dr. Susan Turner is a Professor Emerita in the
17 Department of Criminology, Law, and Society at the
18 University of California, Irvine. She also serves as a
19 director of the Center for Evidence-based Corrections.
20 She received her Ph.D. in Social Psychology from the
21 University of North Carolina, at Chapel Hill. Dr. Turner
22 led a variety of research projects while she was a
23 senior behavioral scientist at RAND, including studies
24 on racial disparity, field experiments, and private
25 sector alternatives for serious juvenile offenders' work
26 release. Many finds in 14 site evaluations of intensive

1 supervision probation. Dr. Turner's areas of expertise
2 include the design and implementation and randomized
3 field experiments and research collaborations with the
4 state and local justice agencies. At UCI, she is
5 currently working with the California Department of
6 Corrections and Rehabilitation on a number of projects,
7 including risk assessments, development of an
8 intermediate outcomes tool, and an evaluation of the
9 youthful offender program.

10 Dr. Turner is a member of the American Society
11 of Criminology, the American Probation and Parole
12 Association, a Fellow of the Academy of Experimental
13 Criminology, and the former chair of the Division of
14 Corrections and Sentencing and Division of Experimental
15 Criminology. Again. Welcome Dr. Turner and Dr. Hess, and
16 I will turn the floor over to you for your presentation.

17 DR. TURNER: Well, we are pleased to be here.
18 I'm Susan and this is Jim, and we've been working
19 together with the CALPIA team for a number of years now.
20 Just about 2 years ago we had a briefing, with COVID it
21 was sort of remotely, on the findings of our first
22 study, which was - Oh, we can start the slides now. So,
23 what we are presenting today is basically a follow up
24 study. About two years ago, (you can go to the next
25 slide), we worked with CALPIA to do an analysis of the
26 effectiveness of CALPIA and recidivism. And that was a

1 study where we were comparing people who had been in
2 CALPIA programs for 6 months or more, and also looked at
3 those who had any time in CALPIA and compared them with
4 individuals who had been on the wait list for CALPIA,
5 but they had been released into community before they
6 were able to have a chance to participate. This kind of
7 research design is known as a "wait-list, control". We
8 hope that by using a design called quasi experimental
9 design, we come close to a randomized design. But it's
10 one where we take advantage of the fact that some people
11 were ready to go. They had been screened, but for some
12 unforeseen incident, maybe they got out earlier than
13 they thought they would, so they never got a chance to
14 participate in the program.

15 So, we can we call that our "wait-list
16 control" program where we took a look at individuals who
17 had been released between 2014 and 2018, and we'll put
18 the next slide on that well, not the next slide yet. Not
19 the next slide. Sorry. Come back. We looked at them over
20 a three or four-year window and compared the recidivism
21 in the community in terms of arrest, conviction, and
22 returned to custody. And in that study what we found was
23 that the individuals who had participated in CALPIA
24 programs did better than the wait-list control. And we
25 had the opportunity during that project to look at a
26 couple of deeper dive analyses. One of them was to look

1 at the CTE programming. One was for female programs.
2 When we took sort of like a shallow, deep dive on those
3 two programs. We didn't really find many differences
4 between those who have participated in CTE versus our
5 comparison group of females. But there was always the
6 question of, and we can go to the to the next slide,
7 what are we seeing among all of the different programs
8 that CALPIA offers. And so last year we've been working
9 again with CALPIA to take a deeper dive into looking at
10 the difference between the different program types that
11 are offered. There's a lot of programs. And what we did
12 for this analysis is we worked with CALPIA to create -
13 I'll call them just buckets - and there's a slide at the
14 end, where we can see which programs go into the
15 different kinds of categories. But we wanted to ask a
16 slightly different question, which was, are any of the
17 programs that are in CALPIA doing better or work better?
18 Or perhaps not as well as other programs?

19 So, in this case, we're not looking at the
20 waitlist controls, we're looking internally within the
21 CALPIA programs, and we can see there are 13 different
22 kinds of what we call "buckets" of programs: warehouse
23 and administrative, agricultural food production, and
24 you can see the Computer IT programs. Now, one of the
25 interesting things about when we look at the different
26 kinds of public groups. Some groups have few folks in

1 them, and some programs have more folks, and that
2 concept of having few folks in a program sort of is
3 something we'll keep in mind as we go through the
4 results because some of the programs we think that if
5 there were more individuals who were in the program we
6 could do a better job of determining whether or not
7 there was a significant amount of difference.

8 So, how do you go about this? And this next
9 slide.. Our original sample that was used for the first
10 report is the same sample that we are using now for
11 CALPIA. They're individuals who were released from CDCR
12 between August 2014 and July 2018. We started in 2014
13 because that was when we originally worked with the data
14 folks, that was the month and the year that they felt
15 the information in the SOMS management system was
16 reliable. And again, we took a look at individuals who
17 had participated in CALPIA for at least six months - a
18 hundred meeting days - and when we talk about the
19 findings from this, we talk about a group and then we
20 talk about controls. And controls are just our
21 comparison group. So, for example, when we take a look
22 at Fabric, what we do is we compare Fabric with every of
23 all the other programs. So, each program itself is being
24 compared with all the other 12 buckets, basically. And
25 we ask the question, do we see any differences in when
26 the individuals return to the community in terms of the

1 recidivism, arrest, convictions, incarcerations, or
2 return to custody to CDCR in one, and two, and three
3 years. Now the information that we received to do this
4 analysis was provided by a number of sources. CDCR
5 research and CALPIA all helped us to gain information on
6 those background characteristics of individuals like
7 basic demographics, programming data, the number of
8 programs they were in, and which type of program was
9 provided from CDCR. But we needed to also get
10 information on how well individuals did when they
11 returned to the community. And for that information we
12 worked with the DOJ to obtain the criminal history
13 information. And that's something that Jim has had a
14 long history doing analysis and assisting the Department
15 of Corrections using risk assessment tools.

16 So, this is a study that we didn't have the
17 opportunity to stay and talk with the individuals, to
18 hear the rich stories that they participated in. This
19 is what we call a quantitative evaluation where we're
20 taking administrative data and taking a look, a deeper
21 dive on our first project into - now were going into the
22 CALPIA programs themselves and take a look across the
23 wide variety of programming and see what we find in
24 terms of recidivism.

25 Okay, the next slide please.

26 As I mentioned, the outcomes that we looked at

1 are rearrest, reconviction, and return to custody. And
2 rearrest and reconviction always records the returned to
3 custody information you got from California Department
4 of Corrections and Rehabilitation. Now, the statistical
5 method is always something that, you know, some people's
6 eyes glaze over - many of my students' eyes glaze over.
7 But it's important for us to understand what exactly we
8 did to be able to talk about the results. We basically
9 did two looks at the data. In one, we just look at the
10 data as they came - basically observables. So, we looked
11 at what we saw in each of the groups and compared it
12 with the others. And that's what we call our "observed"
13 or "raw" differences. But what we're always concerned
14 when we look at programs, perhaps it's something about
15 the folks who are in the Marine program, that their
16 background is different or something about the program
17 that makes them have different kinds of characteristics
18 than those that might be in Fabric. So, we want to make
19 sure that we sort of balance the playing field before we
20 look at differences - so that we can do a statistical
21 balancing, or something called propensity, for analysis.
22 And what does that mean? That means that we try to match
23 people. So that when we look at a group, we
24 statistically sort of match the background
25 characteristics of the comparison group to make sure
26 that they're similar, so that the differences that we

1 observe, we can attribute them to the groups and not to
2 the characteristics of the individual. In the report,
3 both in this report and the original report, we have
4 sort of two tables - the "observed" which some folks
5 refer to as "raw" and then the "balance".

6 I will say, generally we get more excited
7 looking at the observed data. But it's the balance that
8 we need to take focus on, because those are the results
9 that are the ones that are fine-tuned to help control
10 for differences in the background characteristics.

11 So, in the report itself, there are tables
12 with both differences, but the ones that we really want
13 to queue on are the PSM findings, propensity score
14 matchings. And propensity score analysis is a technique
15 that is being used currently. It's a long line of
16 regression type techniques to sort of control for
17 background differences. So when you do propensity score
18 matching, what you see is, on the left you might find
19 these findings, and I really can't see the numbers here,
20 but generally you can say, before we adjust for anything
21 you can see the difference between the red and blue, and
22 when you sort of match them, what often happens is the
23 differences sort of tighten up because you are now
24 testing differences between and minusing the differences
25 between the background characteristics. So, as you read
26 across the tables and report what you will see is that

1 there are fewer significant findings for the matching,
2 but it's the matching one - the propensity score
3 matching that we want to conjoin on. So, what we see is
4 often sort of tamping down on the matching versus what
5 we see from the unweighted samples.

6 Now if you go to the next slide.

7 We were thinking, Jim and I were thinking of a
8 way that could bring in our previous discussions before
9 this meeting here, trying to think, what's a way that we
10 can sort of make tables that are in the report a little
11 bit more interesting to discuss in a group setting. And
12 so, what we develop is kind of like a heat map.

13 [Indiscernible] So when we're, what this chart basically
14 shows is the groups that go in columns. For example, the
15 administrative warehouse on the left column - we are
16 comparing the findings for that group with all the other
17 ones on the right side longitude group. And so, for the
18 second column, we compare it with one and the three
19 over. So, it's each group compared with everyone else.
20 And these are all based on statistics, what we look for
21 is something called statistical significance. We want to
22 know whether the difference that we see between two
23 groups is meaningful and real. Or is it perhaps
24 something just by chance? So, we see colors that are
25 beige - and I call them vanilla - and that means that
26 that group does not appear to be different than the

1 others. If we see things turning towards the green, that
2 means that this particular group does better than
3 everyone else, and when they tend towards pink that
4 means that that particular group, as we see with fabric,
5 is doing slightly less good than the others. On the
6 bottom there, you can see why I call it the "heat map,"
7 if it's dark green that means it's statistically
8 significant at a criteria, we like to use the 0-5, and
9 if it's bright red, that means that it's statistically
10 less significant.

11 DR. HESS: Less significant, but it's moving in
12 the other way. The opposite direction. I would say they
13 have a higher risk of recidivism rates. We're trying to
14 avoid having charts up here with a bunch of numbers,
15 because then you have to jump back and forth, so what
16 this does is it combines both the strength, how much
17 difference there is between the two of them, and an
18 indication of what is the possibility that these
19 differences don't really mean anything because they
20 could occur by chance. If you flip a coin five times, or
21 six times, it's not unusual for it to be out of balance,
22 get a lot more heads than tails. You do it a hundred
23 times, then it is less likely that you're going to have
24 it out of balance. So, what we do here is the most
25 intense colors are the ones where they reach a criterion
26 that we have a less than 5% chance that this difference

1 occurred by random chance.

2 DR. TURNER: Or it's a fluke.

3 DR. HESS: Yes, it could be a fluke, and maybe
4 we don't want to pay too much attention to it if it's a
5 fluke, right? Now, if we were doing a scientific
6 hypothesis test for a paper or a journal, we just stop
7 at that. Look at only those most intense ones. But here
8 you're not trying to do a hypothesis test necessarily.
9 You can do it if you want to. But you can also say,
10 okay, do we have a trend here? Even if it's - maybe it's
11 something real here, but we just don't have enough
12 people in this group to establish that level of
13 certainty on it. So that's why we also have in those
14 sorts of paler shades of green and pink. This is so that
15 you can see - okay, there's something happening here. We
16 can't tell you or guarantee you that it's, you know, the
17 other levels there - there's a 5% chance, the
18 intermediate level, there's a 10% chance that this was
19 just random, and the lightest shade of pink or green is
20 saying there's a 25% chance, a fairly large chance, but
21 there is some difference between them.

22 So that's sort of how I think that this can
23 help you sort of grasp intuitively by looking at the
24 picture without having to jump around and look at a
25 bunch of numbers.

26 DR. TURNER: Now, in a way to summarize it, the

1 CTE group is the one program that - if we could go to
2 the very next slide -

3 DR. HESS: This is a third-year recidivism, we
4 lean off of this because after the third year you have
5 the greatest number of events and the best chance of
6 capturing something - so we're going to average out
7 things at that moment, so we lead with the three-year
8 recidivism and we follow up with what happens in the
9 first two years.

10 DR. TURNER: And if you go back again, if you
11 go back one slide - based on the picture is that most
12 programs do about the same, which is you know, good
13 news. And CTE - the finding that is strongest, I would
14 say, of what we looked at in terms of all the
15 comparisons is CTE programming. The Fabric did not reach
16 the statistical significance for being, you know, higher
17 recidivisms than others but it has a little bit more
18 pinkish color. But when you look at it this way, the
19 overwhelming picture is that most programs are doing
20 about equally well with CTE doing better, which we also
21 saw in the initial report, so that wasn't a finding.

22 And we will go to the next slide, and I think
23 that's the last of us. But these are the program groups
24 that you can see here. I will say that some of the
25 programs were rather small with the diving program built
26 up of a few individuals in it. And I know that's often a

1 program that is highlighted. We simply didn't have
2 enough folks in that group to be able to say one way or
3 the other, whether it's better or worse as the other
4 kinds of programs. But this was a grouping in a
5 categorization that we worked with our colleagues at
6 CALPIA to summarize these different kinds of groups or
7 "buckets". This is the last slide. There are other
8 additional slides that have more of the numbers in it.
9 But I think the takeaway from the two different reports
10 that we have done with information for this release
11 sample from 2014 to 2018 is that CALPIA was better than
12 the waitlist control. And that within the CALPIA
13 programs there are a lot of very similar results - with
14 CTE might be being better and it might read as though
15 fabric might not do better but it's not significant -
16 statistical significance for time away. And I think we
17 would be happy to answer any questions about any
18 details. Jim's got the computer back there; in case you
19 want to...

20 DR. HESS: Well, I don't want to try to dig
21 down through, try to go through all of these groups, and
22 many tables and numbers. But if you have detailed
23 questions, it'd probably be best to submit them to me
24 and we will draft a coherent answer. Otherwise, if I try
25 and dig it up here it's going to be lost in the weeds.
26 But thank you for listening. We would appreciate and

1 welcome any questions that you have.

2 MEMBER ZHENG: I do. I do have a couple of
3 questions. I appreciate the report and [indiscernible].
4 You mentioned that the background characteristics in the
5 comparison - are there any external factors that's in
6 the report for post release, for what people want most
7 is peace. Is there going to be a study of external
8 factors that contribute to recidivism?

9 DR. HESS: Well, we don't have a lot of data on
10 that. That's the problem. So, what we use is
11 administrative data that the CDCR maintains on the
12 people and the institutions. And so, they'll include
13 things like what's their offense record? Have they had a
14 level of serious violent offenses? Age, gender,
15 education, and these are things that are available that
16 we can use. So, we use those. And in the full report,
17 when that comes out there are going to be tables which
18 show and compare the case group that's being focused on
19 with the balance of the people in PIA, the six-month PIA
20 programs. So, you can see how they contrast and how they
21 look across those different measures. And we will
22 measure the differences before and after we do the PSM -
23 propensity is for managing to bring the balance
24 together. We would love to have more information about,
25 you know the context. We would love to have more
26 information about details on that point. But we have

1 been pursuing employment information for some years, and
2 it's just that the linkages are not there in the
3 agreement. They are not there to let us get that kind of
4 detailed data.

5 DR. TURNER: So yes, it's a very important
6 question - the context of which they return and how well
7 they do. We know it makes a difference and in other
8 analysis that we have done we know that if - depending
9 on which county they call home - that's a predictor of
10 recidivism. So, we are aware of that.

11 MEMBER ZHENG: Thank you for sharing that
12 because you know when I look at this, the data is very
13 important to demonstrate how we can reduce recidivism.
14 And we know the external factor tends to really
15 demonstrate the actual facts of evidence - which is that
16 - the external factor regarding mental health, release,
17 and then the family, housing, all these factors play a
18 part in ...

19 [INDISCERNIBLE]

20 MEMBER DAVIDSON: Hi, this is Dawn. I have a
21 question and I'm trying to figure out how to ask it. The
22 sample sizes. I'm just trying to figure out exactly how
23 much the sample size actually diluted the result. Let's
24 take for instance, Optical, now that fell under the
25 Healthcare Laundry services bucket. So, it was mixed up
26 with Facilities Maintenance and Dental and Laundry. So,

1 was that, let's say, a fair example of what Optical
2 would actually reflect? I don't know if I'm answering -
3 if I'm asking that correctly. But since the sample sizes
4 were so small - I would think it would be a difficult
5 job for you to get a good - I don't know, am I asking
6 that correctly?

7 DR. TURNER: I'll take a stab at it.

8 DR. HESS: I think we understand your question.

9 DR. TURNER: The reason why there are in
10 "buckets" is because many of them would have been too
11 small to test individually. So no, we didn't test
12 Optical by itself. These were also sort of conceptual
13 buckets or groups that we worked with our colleagues
14 because that was things that they felt were meaningful
15 to them. So, we were hopeful that what analysis that we
16 did was meaningful in the way that things were
17 quantified.

18 DR. HESS: There were around a hundred
19 different programs total in the enterprises, or as their
20 sometimes called in the group that we brought in - and a
21 little bit more on that. So, you can't take that group
22 and say that reflects what Optical, if they were on
23 their own, because they're mixed in with a larger batch.
24 Some of those will be higher, some will be lower, but if
25 we pull them out, you could say - Okay, it looks like
26 they're better or looks like they're worse. But would be

1 decreasing the ability to say that's something other
2 than a random look of the people that we have from the
3 program at this time. You could say that it's something
4 that's enduring. So yes, we could go through each of
5 these groups and say - Okay, this is the recidivism rate
6 that we get out of this group. But then you're also
7 running the risk of sort of taking that chance
8 occurrence and making something more out of it, more
9 than the data will support.

10 MEMBER DAVISON: Well, my concern lies in the
11 fact, what are we going to do with this data now. And if
12 we're looking at from the perspective of what are our
13 most effective enterprises - and if, and I don't know,
14 this is conceptual on my part, and we may not be going
15 down this road at all. But as our incarcerated person
16 population continues to shrink. And we're making
17 decisions based on what enterprises are the most
18 effective in terms of recidivism, then it's going to be
19 very important for us to have data that reflects the
20 most important enterprises for us to keep. And again,
21 that's conceptual on my part. And maybe we're not going
22 to use that at all this way, but that's just from the
23 back of my mind.

24 DR. TURNER: I think you know, ideally it would
25 be something where you would have three or four hundred
26 in each of these different enterprises, and then we

1 would be a happy camper.

2 MEMBER DAVISON: More accurate, sure.

3 DR. TURNER: Yeah, there's enough to say what's
4 going on. But in reality, there aren't and so yeah, from
5 a policy point of view, I could imagine that it doesn't
6 tell you where to weed, particularly. Because many of
7 them seem to be doing as well as the others. It
8 highlights CTE, which I think we saw in the first
9 report...

10 MEMBER DAVISON: Right, definitely.

11 DR. TURNER: And the blush on the fabric, maybe
12 something to look at what's inside there, is inside
13 those a little big more but that's kind of what happens
14 when you're working with an evaluation or with programs
15 where you know the reality on the ground isn't the
16 reality that the statistician wants. So, you do the best
17 job and try it. You don't want to have a group so small
18 that you don't have something called power. Because if
19 you don't have enough statistical power, you won't pick
20 up anything. But it's a really good question, buckets
21 tell you about similarity... But it doesn't dive down to
22 the individual program.

23 MEMBER DAVISON: Gotcha, thank you.

24 MR. DAVIDSON: One quick comment that I will
25 make along those lines, Dawn, is something that Dr.
26 Turner said a few minutes ago in her presentation, when

1 she talked about that there were no specific or
2 groupings that stood out exceptionally. For me, that's a
3 justification and validation that what we do works. The
4 original study showed that. But we also now know when we
5 get down into the specific ones it works. Do we have
6 ones that stand out? - yes, the fabric - that was one
7 that was certainly noted in red, and there light greens
8 - the metal and some of the food ones that tend toward
9 the green - but it's validation to me that we do not
10 have a glaring weakness in any of the programs that we
11 operate. We obviously know that CTE stands out, but we
12 also don't have a glaring - I mean, what we do works.
13 And you know, did we know that the data was going to
14 come out this way? Honestly, no, I fully suspected that
15 we would have had one or two of these groups that stood
16 out one way or the other. But the point that Dr. Turner
17 made, well that's a good thing. And I agree with that. I
18 think it demonstrates the way that our enterprises are
19 operating works. You know. It ties back to that first
20 study, and that will certainly be one of the things that
21 we utilize this report to demonstrate is that the
22 programs that we operate work.

23 CHAIR MACOMBER: I had a question that may be
24 more for Rusty about the waitlist. Do we take the next
25 person up on the waitlist, or do we interview folks on
26 the waitlist and pick who we want from those interviews?

1 MR. BECHTOLD: We pick from the interviews,
2 based upon those as well as willingness to fill out the
3 application, to come to work. So, sometimes the landing
4 might be higher on the list, but they're either in
5 another program, or they decided they're not wanting to
6 go there right now. So then, you know, we try to find
7 those candidates that are willing to complete the
8 application and then come back. So, it's not always
9 necessarily by a hierarchy or rank on this.

10 CHAIR MACOMBER: Thank you. And one editorial
11 comment, I also wanted to - like with fabric - My guess
12 is that's also an industry where we don't see a lot of
13 people transition to a fabric job in the community,
14 which we see the same thing on the CDCR side. But my
15 guess is if you ran the numbers, you'd probably be close
16 to zero on that. Just an editorial comment.

17 DR. HESS: I think that goes back to the
18 context too, that was raised. If the program performs a
19 bit differently from the other it could be because they
20 are not finding jobs suited for them, or that particular
21 industry jobs tend to be less stable. So, you have to
22 take that context into evaluation when you're deciding
23 what determines success or on the outside.

24 CHAIR MACOMBER: And I didn't mean to imply
25 that fabric is less valuable because on the CDCR side we
26 also see if incarcerated individuals complete a specific

1 program, you know, even if they don't work in that
2 program, their opportunity for success is much greater
3 just by completing something. So, just to make that
4 point.

5 MR. DAVIDSON: It does highlight an opportunity
6 that we may have to focus on there to help with that
7 job, even if it's not necessarily in fabric, being on
8 the outside an opportunity with that job transition.

9 CHAIR MACOMBER: Any further comments from
10 Board members?

11 [No Response]

12 MR. Bechtold: Well that completes the
13 presentation. Mr. Chair, I turn the meeting over to you
14 for PIB action and processing.

15 CHAIR MACOMBER: Alright, thank you for the
16 presentation, and thank you. As a reminder, if any
17 member of the public would like to make a comment
18 regarding this item. Please have a speaker request form
19 filled out, and then come forward and start your name
20 and affiliation. For any member of the public who is in
21 virtual attendance, please ensure that you have dialed
22 in to the meeting using the number 1(669)444-9171 and
23 then dial *9 to raise your hand to speak. Our meeting
24 organizer will place you in order and will call out your
25 name and/or the last four digits of your phone number
26 when it is your time to speak. Please state your name

1 and affiliation so that we can make note in our records.

2 Each speaker will be limited to two minutes for public
3 comment. Any public comments?

4 [No Response]

5 CHAIR MACOMBER: Okay, is there a motion to
6 approve Action Item A?

7 MEMBER QUANT: So, moved.

8 CHAIR MACOMBER: Second.

9 BOARD SECRETARY MARION: So, I will go ahead
10 and call role for vote. Member Aghakhanian?

11 MEMBER AGHAKHANIAN: Aye.

12 BOARD SECRETARY MARION: Board member Davison?

13 MEMBER DAVISON: Aye.

14 SECRETARY MARION: Board member Lopez?

15 MEMBER LOPEZ: Aye.

16 BOARD SECRETARY MARION: Board member Minnich?

17 MEMBER MINNICH: Aye.

18 BOARD SECRETARY MARION: Board member
19 Patterson?

20 MEMBER PATTERSON: Aye.

21 BOARD SECRETARY MARION: Board Member Quant?

22 MEMBER QUANT: Aye.

23 BOARD SECRETARY MARION: Board member Zheng?

24 MEMBER ZHENG: Aye.

25 BOARD SECRETARY MARION: Vice Chair Singh? I
26 see a hand raised.

1 BOARD SECRETARY MARION: And then, Chair
2 Macomber?

3 CHAIR MACOMBER: Aye.

4 BOARD SECRETARY MARION: So, that was a yes for
5 Dar?

6 MS. CHANGUS: Yes, Dar raised his hand in
7 favor.

8 BOARD SECRETARY MARION: He did raise his hand,
9 okay.

10 MR. DAVIDSON: And if I could just mention one
11 other thing on this. So, we have the draft report and
12 now that the board has approved to adopt this report, we
13 will work similar to what we did with the original
14 report to do some formatting changes and presentation.
15 No changes whatsoever to the content of the report, but
16 to put it in a format similar to the original report.
17 So, we will be working on that over the next month or
18 two to get that finalized.

19 BOARD SECRETARY MARION: Okay, so the motion
20 passes 9 to 0.

21 CHAIR MACOMBER: Thank you, Mr. Davidson, we
22 will move on to Action Item B.

23 MR. DAVIDSON: I would like to invite our
24 acting General Counsel, Jared Renfro, to present Action
25 Items B and C.

26 MR. RENFRO: Hi, good morning. So, I'm here to

1 discuss a couple of regulations. The first is making a
2 couple of small changes to Section 8004 titled
3 "Participation". So, in order to participate in a CALPIA
4 program there are a couple of requirements. And one of
5 the requirements is that an incarcerated individual
6 can't have an RVR related to a drug issue. But if they
7 have an RVR for a drug issue they can still participate
8 in a program if three requirements are met. The way
9 those regulations are currently drafted is that the
10 individual must successfully graduate from a substance
11 abuse program. Now in 2020, CCHCS implemented an
12 integrated substance use disorder treatment program. One
13 of the core components of this program is to allow
14 incarcerated individuals to work and gain vocational
15 skills while they are receiving substance use disorder
16 treatment. It's actually one of the core components of
17 the treatment plan.

18 So, the problem here, of course, is that this
19 is exclusionary - that require people to complete the
20 substance abuse disorder treatment program - you know,
21 the regulation doesn't actually - isn't consistent with
22 how we're actually delivering treatment at the facility
23 through CCHCS. So, we are making amendments to this
24 regulation to align our program with CCHCS. We worked
25 with DRP and CCHCS on the language that we're using in
26 this. This is why we're referring to both treatment and

1 rehabilitation programs. What this change in the
2 regulation also does is it allows the incarcerated
3 individual to basically - they can take their treatment
4 rehabilitation program in the evening while working with
5 CALPIA during the day, which is very similar to what
6 they would experience if they weren't incarcerated. You
7 know, working and receiving treatment at the same time.

8 It's a fairly simple deal for the most part.
9 The incarcerated individuals have to do more than just
10 enroll; they must continuously engage in the program.
11 And that part is spelled out here, under subsection D
12 (in action item document). So, they maintain enrollment,
13 then they actively participate. We can't have people who
14 simply enroll and then they never follow up again. Our
15 goal is to have incarcerated individuals actually
16 complete the program.

17 But I'd like to turn it over for any
18 questions.

19 MEMBER ZHENG: Yes, okay. So, this treatment
20 program would make them eligible for work for CALPIA,
21 but the treatment would be in the evening?

22 MR. RENFRO: Yes.

23 MEMBER ZHENG: At a time, after they work.

24 MR. RENFRO: Yes.

25 MEMBER ZHENG: And so, are there scenarios
26 where people can be doing treatment maybe on a specific

1 day, and they can get excused from work to do that
2 treatment?

3 MR. RENFRO: No, most of the treatment programs
4 are in the evening. So, that scenario doesn't apply.

5 MEMBER ZHENG: So, the goal is to be inclusive
6 of the incarcerated who are finishing treatment...
7 (indiscernible)

8 MR. RENFO: Working is voluntary. The programs
9 are mandatory. It is mandatory for them to actually
10 enroll in the treatment program. And it's their choice -
11 if they want to continue to work with us while they're
12 doing the treatment program, and we'd love to help them,
13 if they only want to do the treatment program and maybe
14 come back to us after they complete it - that's okay
15 too. But this just gives another option to the
16 incarcerated individual to decide how to manage their
17 time.

18 MEMBER ZHENG: Okay, thank you.

19 CHAIR MACOMBER: And just, maybe one point of
20 clarification. I think a lot of our (indiscernible) for
21 drug treatment is probably during the day, which is two-
22 hour blocks. Our AA and NA are probably in the evenings
23 which is more of the self-help groups and those are two-
24 hour blocks. So, as I read this, you could do your
25 (indiscernible) treatment in the morning and work for
26 PIA in the afternoon - overgeneralizing the issue.

1 MR. RENFRO: Yes.

2 CHAIR MACOMBER: And you're trying to strike
3 the balance between not having someone that has a drug
4 problem working on a piece of heavy equipment, but not
5 excluding them because they have what we now perceive
6 more as a medical issue than just part issue.

7 MR. RENFRO: Correct. Absolutely.

8 CHAIR MACOMBER: Yes.

9 MR. RENFRO: I can really (indiscernible) those
10 issues with a person that has a medical issue - you
11 could be dealing with that, you know, outside of a drug
12 treatment issue. You could have somebody that has a
13 general injury, a bad back, or any number of things,
14 you'd have to accommodate and work through that, so it's
15 really that simple.

16 CHAIR MACOMBER: Any further comments from the
17 Board members on Action Item B?

18 [No Response]

19 CHAIR MACOMBER: Alright, seeing none. Thank
20 you. Would any member of the public like to make a
21 comment regarding this item? As a reminder, if any
22 member of the public would like to make a comment
23 regarding this item, please have a Speaker Request form
24 filled out, and then come forward and state your name
25 and affiliation. For any member of the public who is in
26 virtual attendance, please dial *9 to raise your hand to

1 speak. Our meeting organizer will place you in order and
2 will call out your name and/or the last four digits of
3 your phone number when it is your time to speak. Please
4 state your name and affiliation so that we can make note
5 in our records. Each speaker will be limited to two
6 minutes for public comment.

7 CHAIR MACOMBER: Seeing no public comments, is
8 there a motion to approve Action Item B?

9 MEMBER AGHAKHANIAN: Moved.

10 MEMBER ZHENG: Second.

11 CHAIR MACOMBER: Board secretary, please call
12 the roll.

13 BOARD SECRETARY MARION: Alright. Board member
14 Aghakhanian?

15 MMEBER AGHAKHANIAN: Aye.

16 BOARD SECRETARY MARION: Member Davison?

17 MEMBER DAVISON: Aye.

18 BOARD SECRETARY MARION: Member Lopez?

19 MEMBER LOPEZ: Aye.

20 BOARD SECRETARY MARION: Member Minnich?

21 MEMBER MINNICH: Aye.

22 BOARD SECRETARY MARION: Member Patterson?

23 MEMBER PATTERSON: Aye.

24 BOARD SECRETARY MARION: Member Quant?

25 MEMBER QUANT: Aye.

26 BOARD SECRETARY MARION: Member Zheng?

1 MEMBER ZHENG: Aye.

2 BOARD SECRETARY MARION: Vice Chair Singh?

3 [Raises hand]

4 BOARD SECRETARY MARION: Alright, I saw his
5 hand.

6 BOARD SECRETARY MARION: Chair Macomber?

7 CHAIR MACOMBER: Aye.

8 BOARD SECRETARY MARION: Okay. Motion passes 9
9 to 0.

10 CHAIR MACOMBER: Thank you. We will move on to
11 Action Item C.

12 MR. RENFRO: Alright, another regulation. So,
13 this action item is to amend section 8004.2 titled
14 "Recruitment & Appointment Process". As part of the
15 recruitment and appointment process, we require
16 incarcerated individuals to complete a form - it's IEP-
17 F029 - and part of this form is an acknowledgement of
18 policies, procedures, and rules and regulations.
19 Incarcerated individuals are required to review this
20 form and then sign prior to being assigned a work
21 assignment.

22 Now, this is a very important form, because
23 this is what helps hold incarcerated individuals
24 accountable to our policies, procedures, rules, and
25 regulations. Part of this form now includes the
26 requirement to actually complete all of the training as

1 a term and condition of working with us. It's actually
2 very similar to what our civil service staff have to
3 complete.

4 So, the problem is that recently we've had
5 some individuals refusing to complete their job-related
6 training. This is a problem because some of our training
7 is about safety - how to keep both themselves and their
8 coworkers safe at work. And sometimes when we're
9 operating enterprises, such as HFM, if there's training
10 related requirements that are specified in OSHA
11 regulations, like aerosol transmissible diseases, we are
12 out of compliance with OSHA and raises the prospect that
13 we could be fined. We're failing to ensure that our
14 entire staff is trained. So, our proposal here is to
15 make a couple of small amendments to the regulation
16 which mainly involves amending the form that I
17 referenced to require training, completing all training
18 as a term of condition for working for CALPIA. Are there
19 any questions?

20 MEMBER AGHAKHANIAN: Can I make a motion?

21 MEMBER DAVISON: No, I have a question first.

22 MEMBER AGHAKHANIAN: Okay.

23 MEMBER DAVISON: Sorry, I was just trying to
24 get my papers in order here. I guess this question is
25 for you, Jeff. Do we still do TABE testing?

26 CHAIR MACOMBER: We still do TABE testing. I

1 think we are using the (indiscernible) test now, not the
2 TABE test. It's the same reading score level test.

3 MEMBER DAVISON: And it's still ninth grade
4 level that before - the reading has to be at the ninth-
5 grade level?

6 CHAIR MACOMBER: Correct. The hope is that you
7 read at a ninth-grade level or above before you go into
8 say a Prison Industry job or a CTE position if possible.

9 MEMBER DAVISON: So, because when I was looking
10 at this, we've got less than sixth grade. Six through
11 twelve, high school diploma, and I didn't see anywhere
12 where it was ninth grade, and my concern was - well let
13 me go back now. The assignment lieutenant is the one
14 that's making sure that if you have a high school
15 diploma, that you also can read at the ninth-grade
16 level? Because I remember we used to get in trouble for
17 that, just because you had a high school diploma didn't
18 necessarily mean that you read at the ninth-grade level.
19 Or am I getting too much in the weeds?

20 CHAIR MACOMBER: You're probably too down in
21 the weeds for me as well. I will say that our education
22 classrooms - I should have said this earlier - are two-
23 hour blocks, which we encourage folks to be involved in
24 full time/all day activity or we're looking for folks to
25 do education and then a two-hour block of
26 (indiscernible) on a second block or maybe have a work

1 assignment.

2 So, because you might read below a 9.0 level,
3 we want you to have an education block in conjunction
4 with your work assignment - like I said, better that
5 time than before.

6 MEMBER DAVISON: Okay, so whatever is marked on
7 here, on our worker application, and who is filling this
8 out for us? Is that our Workforce Development
9 Coordinator people, is that who's filling this form out?

10 MR. RENFRO: No, it's the incarcerated
11 individual.

12 MEMBER DAVISON: Okay, so it's the incarcerated
13 individual. So, we are just taking what they - when they
14 fill this out - and they're saying that they have a GED
15 or high school diploma. We're just taking that for what
16 it is in terms of education?

17 MR. RENFRO: Well, that can be verified in the
18 committee, in the classification committee.

19 MEMBER DAVISON: Okay, I just wanted to make
20 sure. And then the only other question that I had was on
21 gender. Is there a reason that we even ask gender?
22 Because I see that we are including male, female, and
23 now we're including non-binary. Is there a reason for
24 that, that we are even asking about gender?

25 MR. RENFRO: Oh, I think that was just for
26 general tracking purposes within SOMS.

1 MR. BECHTOLD: And OETS. Within IEP, we get a
2 lot of requests about data between male and female. And
3 if we can't sort it out by asking the question, we can't
4 sort out the data.

5 MEMBER DAVISON: Okay, so there is a reason
6 that PIA is tracking that.

7 MR. RENFRO: Yes, but we also include non-
8 binary to align with CDCR. They're tracking gender for
9 statistical purposes.

10 MEMBER DAVISON: Yeah, I do realize that. I
11 knew that CDCR is, and I was just wondering if there was
12 a reason that PIA is now tracking it as well, and so we
13 are, correct?

14 MR. RENFRO: Yes.

15 MEMBER DAVISON: Okay, thank you. That's all I
16 wanted to know. Thanks. Go ahead Armond, now you can go
17 for it.

18 CHAIR MACOMBER: Before we do the motion. Let
19 me see if we have any public comments on this item?
20 Seeing none. We are open to a motion for Action Item C.

21 MEMBER PATTERSON: Motion to approve it.

22 MEMBER DAVISON: I'll second that.

23 CHAIR MACOMBER: Please call role.

24 BOARD SECRETARY MARION: Okay. Board member
25 Aghakhanian?

26 MS. CHANGUS: Hey, Melinda, I don't see him. It

1 looks like he might have dropped off.

2 BOARD SECRETARY MARION: Okay, I'm going to put
3 him down as abstain then. Member Davison?

4 MEMBER DAVISON: Aye.

5 BOARD SECRETARY MARION: Member Lopez?

6 MEMBER LOPEZ: Aye.

7 BOARD SECRETARY MARION: Member Minnich?

8 MEMBER MINNICH: Aye.

9 BOARD SECRETARY MARION: Member Patterson?

10 MEMBER PATTERSON: Aye.

11 BOARD SECRETARY MARION: Member Quant?

12 MEMBER QUANT: Aye.

13 BOARD SECRETARY MARION: Member Zheng?

14 MEMBER ZHENG: Aye.

15 BOARD SECRETARY MARION: Vice Chair Singh?

16 Okay, got it.

17 BOARD SECRETARY MARION: Chair Macomber?

18 CHAIR MACOMBER: Aye.

19 BOARD SECRETARY MARION: Okay, the motion
20 passes with 8 Ayes and 1 Abstain.

21 CHAIR MACOMBER: Thank you. We'll now move on
22 to Information Item A. Mr. Davidson?

23 MR. DAVIDSON: Suzie Changus is joining us
24 virtually to give us an update on the strategic planning
25 efforts.

26 MS. CHANGUS: Thank you, Bill. Good morning,

1 Secretary Macomber and members of the Prison Industry
2 Board. Can you hear me okay?

3 MR. DAVIDSON: Yes.

4 MS. CHANGUS: Okay, excellent. Thank you. So, I
5 wanted to give you an update on the strategic plan. We
6 have a lot of folks that are new to our Board, so I
7 wanted to go ahead and give just a little bit of
8 background on the process.

9 So, a few years ago, three years ago, we asked
10 to modify our strategic business plan process. And
11 really, that was to make sure that we could incorporate
12 feedback from all the different levels of our
13 organization, including our incarcerated workforce. So,
14 over the past three years we've spent more than one
15 hundred hours in strategic planning sessions with our
16 different stakeholders. We've gathered information for
17 than 675 participants and 386 of those have been our
18 incarcerated workforce. So, they've had a really big
19 part in the feedback that we've gathered for the current
20 strategic plan that goes from the beginning of 2021
21 through January 2024. So, we are going to present just a
22 little bit of information, and really just give you a
23 little more background. The purpose of our strategic
24 plan, in particular, is to improve and build upon our
25 correctional training and rehabilitation efforts, make
26 sure we can support our staff as best as possible,

1 create an organizational strategy - obviously for the
2 longevity of our agency - and really to make sure that
3 we could gather information and make sure we can figure
4 out what we are missing so that we can identify and
5 address the issues at hand and continue to move the
6 agency forward.

7 Our plan is very iterative. It's dynamic by
8 design, and frankly, 2020 kind of showed us how quickly
9 things can change and how important it is to be able to
10 shift. So, we have a very solid strategy with a lot of
11 flexibility built in. Just some metrics for you: In the
12 first year 2021 we proposed 21 initiatives and completed
13 17 of them that year. Four of them were pushed to the
14 following year. The following year we proposed 25
15 recommendations and finished 24 of them. So, over our
16 first two years of our strategic plan, we have completed
17 89% of our milestones on time, within the scope of those
18 efforts, which is a pretty great stat to start with. I
19 feel pretty solid about how well the teams have worked
20 together to make sure that we took things that were
21 driven by feedback and really built milestones that made
22 a difference in our organization. We've already
23 completed several that were proposed for this year. I'll
24 just mention a few of them that are that I think are
25 most noteworthy. And you'll hear more on this from us
26 from Rusty here shortly. But our Entry to Employment

1 initiative, as far as being able to implement a stronger
2 career training program, the development has been
3 completed. So, I'll let him speak more on that. I don't
4 want to steal your thunder, Rusty. Implementation of our
5 Workforce Development Coordinator goals. The UCI
6 recidivism study, the second phase has been completed.
7 Those are all milestones for this year.

8 Our team has actually made a couple of visits
9 out to the State Capitol already this year. We had a
10 proposal to have two State visits and really to educate
11 legislators. I think, as we all know, working in the
12 political area, folks move about, and they don't always
13 know everything that we do, and what we provide and kind
14 of what that difference is. So, being able to help
15 educate those legislators, so they have a better
16 understanding to help kind of guide the direction. And
17 then being able to distribute both our Report to the
18 Legislature and the UCI Recidivism study and our
19 strategic plan out to agencies and the legislature as
20 well have all been completed for this year. So those are
21 items that are really kind of that education next level.

22 Something I just want to mention in this is
23 that we've been going out doing these sessions for a few
24 years now, and it's been kind of interesting watching
25 the feedback change over time. You know, things that
26 were sometimes negative in the first year became a

1 positive this year when we went back and out and
2 surveyed the same folks. It's been really interesting
3 seeing people see the results of their feedback come to
4 life. So, we take every bit of feedback, and we
5 basically assign a category and an action. And then we
6 propose recommendations to our Board and our executive
7 team on what actions will really move the needle. And
8 so, for a lot of our folks, we came out this year and
9 showed them the life cycle. What their recommendations
10 had turned into as far as actual actions that we took
11 part in, and it's been really great to see them see the
12 value of what their feedback is actually providing and
13 to see that we're taking them seriously. We're taking
14 action. And we're trying to present meaningful and
15 valuable things to the agency to be able to fulfill
16 those areas that need to be addressed. So that's been
17 really fun to kind of watch the life cycle of this move
18 forward. So really, one of the biggest learnings is
19 there's a huge enthusiasm to participate. We're seeing
20 the results. Finally, we're really seeing us move
21 through those multiyear initiatives. And then our
22 intention is, of course, to refine and then repeat the
23 process. And this upcoming strategic plan for 2024
24 through 2027. So I just wanted to share that update with
25 the Board and give you an opportunity to ask any
26 questions that you may have about the process, or

1 anything else related to the strategic plan.

2 MEMBER DAVISON: I have a comment and a
3 question, Suzie. I think the process that you used for
4 the strategic plan was well thought out, and really
5 really well done incorporating all the different folks
6 and groups of people that you did. And you just spoke
7 about the life cycle of an idea. That's communication
8 with your staff and all the different types of groups of
9 folks, the incarcerated individuals, etc. That's
10 communication at its best. It really is where people can
11 see an idea and or a recommendation that they have
12 brought forward and see it come all the way
13 around and be enacted. So, my question is, when will you
14 begin the strategic plan for the next three years?

15 MS. CHANGUS: That is a great question, and I
16 really appreciate that feedback. We actually have
17 already begun that process. One thing that we learned in
18 the prior years was that giving ourselves only three
19 months to knock out all those visits and make sure we
20 had enough time - was not enough time. So, we began our
21 process this year in the second quarter of the calendar
22 year, in April, and our visits conclude in December. But
23 we need to get together with, of course, the Board
24 members that are interested, our executive team, and our
25 Central Office as well. We even interview our formally
26 incarcerated to see how they're doing and folks like

1 that. So, it's become essentially a full year ongoing
2 process, so that we can continue to have enough time to
3 collect data and do something meaningful with it. Cause
4 that really is. That's part of the lift is we spend 100
5 plus hours on those three years and sessions. It's more
6 than double what we spend behind the scenes, just
7 cleaning things up and really figuring out what to do
8 with that information. Much to Dr. Susan's comment about
9 their data being quantitative. Ours is very qualitative.
10 Which makes it a little bit trickier to sort through and
11 make it actionable. So, we built the process to be a
12 little bit longer and a little more spread out so that
13 we have enough time to give that kind of effort and
14 attention to what needs it. So, good question. But it
15 will be the same cycle. We'll go out every year. We'll
16 select different institutions, different folks to talk
17 with, and then have an opportunity to go back and
18 reconnect with those that we did at another point, so
19 that we can really see what the temperatures from their
20 perspective on how valuable, how useful, how much we're
21 being able to make a difference based on utilizing this
22 approach, and should we find that we need to continue to
23 modify our angle and whatnot, we certainly will cause
24 it's been really eye opening to be able to see these
25 different areas and talk directly with folks and get
26 their feedback and get their participation has been

1 priceless. So great question. Any other questions?

2 [No response]

3 CHAIR MACOMBER: Okay, thank you Suzie.

4 Congratulations on your new role. We'll go ahead and
5 move on to Information Item B.

6 MR. DAVIDSON: Alright, I'll invite Rusty
7 Bechtold back up here to present Information Item B on
8 Workforce Development Updates.

9 MR. BECHTOLD: Good morning, my name is Rusty
10 Bechtold. I am the Assistant General Manager of the
11 Workforce Development for CALPIA. CALPIA reports
12 annually to the Board on our Industry Employment Program
13 Statistics. I'll be presenting an overview on the
14 following topics - they are located in your binder -
15 accredited certifications, apprenticeship programs,
16 transitions to employment, essential skills for the
17 workforce, lost hours, and the last one, I have a
18 special update of what Suzie just mentioned before on
19 E2E.

20 My presentation summarizes the detailed two
21 Information Items both B and C in your binder. There are
22 exhibits B1 through B3 and C1 through C2 that are also
23 located in your binder. The information provided is
24 annual updates for fiscal year 2022-23 as well as the
25 last three fiscal years so you can see where we've come
26 and where we're going.

1 Accredited certifications: CALPIA's Industry
2 Employment Program, otherwise known as IEP, manages
3 accredited certifications day to day deployment, and the
4 data for CALPIA incarcerated individuals. These
5 certifications are bestowed by nationally recognized
6 organizations and independent business partners to
7 incarcerated individuals to complete all the
8 requirements of their respected certifications.

9 In 2022-23, CALPIA had 9,262 incarcerated
10 individuals enrolled in accredited certifications, and
11 8,631 were closed. And you can see that in exhibit B1.
12 In the accredited certification category, 62% or 5,384
13 were successful completions of that certification, and
14 38% or 3,247 were not successful. Some of those non-
15 successful were due to failing the course and being
16 disqualified were the main reasons for the unsuccessful
17 completion. The number of enrollments and closures from
18 2021, 2022, to 2023 were very similar. We anticipate an
19 increase of enrollments in the new fiscal year, due to
20 our current lower vacancy rates.

21 In the apprenticeship programs, we have 2,176
22 registered incarcerated individuals registered into
23 state apprenticeships in the last fiscal year. That's a
24 29% increase from the previous year, as you can see in
25 exhibit B2. 406 incarcerated individuals during that
26 same time period actually earned their apprenticeship

1 completions by the department of apprenticeship
2 standards during that timeframe. That is a 2% increase
3 from the previous fiscal year. We do anticipate a
4 greater increase over this year and next year, as the
5 current enrollments, as we said in the 2,000 number,
6 meet the current work hour requirements. Understand that
7 the apprenticeship requirements take anywhere from 1 to
8 3 years of hours in order to capture that apprenticeship
9 requirement.

10 Transition to Employment program. CALPIA
11 actively supports incarcerated individuals leaving
12 incarceration by providing customized employment reentry
13 packets upon their release. 342 or 52% transition
14 packets were offered to eligible CALPIA incarcerated
15 individuals in fiscal year 2022-23. This is a 31%
16 increase in services offered from the previous fiscal
17 year. CALPIA has implemented measures between IEP and
18 the Workforce Development Coordinators to increase this
19 offered number so that each eligible CALPIA worker is
20 made aware of the services and offered an opportunity to
21 participate. CALPIA is tracking this data, including
22 workers who decline those services. You can see the more
23 detailed data in exhibit B3.

24 We also have the QR Code transition contact
25 cards. They are fully distributed throughout the State.
26 Staff in field locations and in Central Office all have

1 them now to offer to our incarcerated individuals. They
2 provide contact access through a QR code to offer toll
3 free number of services to call and email address. The
4 information provides a direct link for formerly
5 incarcerated individuals to request employment
6 information. The IEP Transition Call Center has seen a
7 significant increase in contact since the implementation
8 of this card.

9 During fiscal year 2022-23, IEP transitions
10 partnered with the Division of Adult Parole Operations,
11 otherwise known as DAPO, to establish a process for
12 providing electronic copies of all transition packets
13 statewide. This allows parole agents to assist parolees
14 with securing employment in their communities upon
15 release. In the very first year, 2022-23, we offered
16 this program for six months of that year, and we
17 transferred 73 packages to DAPO agents in that first
18 fiscal year. Currently transitions are working with
19 county probations to establish the same process for
20 sharing packets with probation officers through the
21 State to better assist individuals under PRCS. I can
22 report now as of this morning, in the last two weeks,
23 we've made contact with 9 counties and have sent 13
24 electronic packets to these counties as of today.

25 Essential Skills for the Workforce: The
26 Essential Skills for the Workforce, or otherwise known

1 as ESW program, is a self-paced, self-reflective
2 workbook that assists individuals to gain common
3 workplace practices and presents a curriculum of basic
4 professional and social skills necessary to maintain
5 employment. I like to call it "how we teach them how to
6 keep the job". There are certifications to get the job,
7 now we teach them how to keep the job. Essential Skills
8 Work program is performed by our Workforce Development
9 Coordinators and we're continuing to 14 institutions.
10 As of the end of June 30, 2023, the ESW program has 58
11 incarcerated individuals enrolled, and we've issued 269
12 successful completions to the program. We've had 31
13 drops for the program since it started. This completes
14 my summary of Information Item B, are there any
15 questions that I can answer on Information Item B?

16 MEMBER ZHENG: Is there any breakdown in the
17 number of enrollments? Which prison has the most
18 enrollment and which has the least?

19 MR. BECHTOLD: Yes. We have that data, would
20 you like that?

21 MEMBER ZHENG: Yes please.

22 MR. BECHTOLD: And I think you're talking about
23 hires, right? Of the positions that we have and how many
24 are filled?

25 MEMBER ZHENG: Well, you know, the number is
26 very impressive. (indiscernible) I ask where, because

1 the geographical location of certain prisons - the
2 prisons may not have certain programs that would be more
3 likely in other prisons that have more access. So, I was
4 just kind of wondering...

5 MR. BECHTOLD: Yes, so for the Board, I put
6 together the state as a whole, but we have the data
7 broken down by enterprise, institution, in more detail
8 if you'd like to see that - we do have it in that
9 smaller detail.

10 MEMBER ZHENG: Yes please.

11 CHAIR MACOMBER: And that will reflect the
12 right sizing of the job assignment numbers that we
13 talked about a year or two ago?

14 MR. BECHTOLD: Yes.

15 CHAIR MACOMBER: Any other Board members have
16 comments on Information Item B?

17 [No response]

18 CHAIR MACOMBER: Alright. Thank you, Rusty.
19 We'll move on to Information Item C.

20 MR. BECHTOLD: CALPIA's Lost Hours Report. This
21 next presentation summarizes the CALPIA lost hours.
22 You'll find the information under item C in your binder.
23 You can refer to exhibits C1 and C2. This information
24 item summarizes lost hours for the last three fiscal
25 years of lost hour data between 2021 and 2023. Lost
26 hours are time lost from total work hours made available

1 to the incarcerated individual workforce. Tracking lost
2 hours assists CALPIA in determining opportunities for
3 change or improvements to CALPIA enterprises. The more
4 hours CALPIA makes available to the incarcerated
5 individual, the greater impact CALPIA can make and
6 decrease recidivism.

7 Since 2021, overall total lost hours have
8 decreased due to enterprises resuming to normal
9 operations from the negative impacts of COVID including
10 significant work restrictions. You can refer to exhibit
11 C1. Most notable are vacant lost hours, which have
12 decreased this fiscal year. This is directly due to less
13 work restrictions and the Workforce Development
14 Coordinator's continuous efforts to fill CALPIA's
15 statewide positions. Even though the overall budgeted
16 position count came down in the last three years, the
17 number of assignments, or the individuals assigned went
18 up towards the pre-COVID levels as you can see in
19 exhibit C2.

20 My special update that I wanted to give to the
21 group here is - was Suzie's introduction for our Entry
22 to Employment, or E2E network - the connection to
23 employment. CALPIA set goals and objectives for 2021-
24 2023 in the strategic plan to enhance incarcerated
25 individuals' lives, to reduce recidivism through career
26 services. The individual finding meaningful and livable

1 employment as quickly as possible at the time of release
2 plays a critical role in the successful transition back
3 to their communities. Inspired by the Prison to
4 Employment initiative set through the state, CALPIA
5 developed an Entry to Employment, or E2E network, that
6 puts available jobs in front of our CALPIA trained
7 workforce before they are released.

8 The E2E network objective offers CALPIA
9 incarcerated individuals an opportunity to make a
10 connection and retain employment prior to release from
11 prison. CALPIA continues to lead the way in the
12 institution's job search capability and will be the
13 first to offer this method of pre-employment connection.
14 It is the mutual desire between CALPIA and our partner,
15 Employment Development Department, or EDD, to assist
16 individuals to obtain permanent employment. The E2E
17 network will share an existing EDD platform called
18 CalJobs. CalJobs is a web-based job assistance system
19 operating a secure desktop connection or kiosk at a
20 secure CALPIA location. The E2E network will provide
21 incarcerated individuals access to most CalJobs tools,
22 but not allow them, for security reasons, to internet-
23 based websites, emails, direct messaging, maps,
24 applications, etc. The incarcerated individual will
25 receive full access to EDD's CalJobs system at the time
26 of release. This full access will allow seamless

1 transition to receive further EDD services, connect to
2 local American job centers, access to all of their own
3 resumes and employer contacts that they developed before
4 they were released from prison.

5 CALPIA and EDD completed the interagency
6 agreement just recently, and the project is now fully
7 underway. EDD is in their final network testing
8 currently and just moments away from CALPIA receiving
9 access so that we may begin our own testing and
10 exploration of the system. We plan to start desktop
11 procedures and processes, identify incarcerated
12 individuals, transition re-entry, and offer the first
13 pilot of the E2E network at CSP Solano sometime during
14 the month of November or December of this year. We
15 anticipate implementation to 12 other institutions
16 starting statewide during the 2024 calendar year. This
17 concludes my presentation, and I'm glad to answer any
18 questions that you may have.

19 MEMBER DAVISON: I have a question, Rusty. Do
20 we no longer break down the lost hours per institution?

21 MR. BECHTOLD: We have it done. We just didn't
22 provide it.

23 MEMBER DAVISON: Do we provide that to each
24 warden?

25 MR. BECHTOLD: Not through CALPIA. It's through
26 the Comstat still, they can see that. They have the same

1 lost hours report that's reviewed between PIA and the
2 warden.

3 MEMBER DAVISON: Oh, okay. So, each individual
4 PIA superintendent or whatever gives them - they discuss
5 the lost hours?

6 MR. BECHTOLD: Yes.

7 MEMBER DAVISON: Okay. Alright. I'd like to see
8 it. Maybe we can just do that through our meeting then.

9 MR. DAVIDSON: Yeah, we'll share that
10 information by institution with all of the Board
11 members.

12 MEMBER DAVISON: Thank you.

13 MEMBER AGHAKHANIAN: I had a question, can you
14 hear me?

15 CHAIR MACOMBER: Yes.

16 MEMBER AGHAKHANIAN: I apologize, I'm on the
17 road. Do we have a similar program or are we considering
18 a similar program for our workers for college education
19 as well? Because a lot of colleges now are heavily
20 emphasizing Career Tech to have centers that job
21 placement. But also, you know, there is this attrition
22 in enrollment in colleges. And so, they're really
23 looking into any ways or means to create programs where,
24 you know, incarcerated individuals can transfer over.
25 Besides free tuition, they're offering a lot of
26 additional programs, including job placement. I was just

1 curious if we have looked at such a program, partnering
2 with colleges to start with? Or if we're thinking about
3 it.

4 MR. BECHTOLD: Well, our Career Technical
5 Education - there are a few programs that actually offer
6 individual college units that we work together with
7 those partners of offering those units. And then they
8 can transfer those units out when they're done to
9 continue that education process. Other than that. That's
10 the only thing we have in play right now.

11 MEMBER AGHAKHANIAN: So I was, I would like to
12 see if the Board can look into creating a similar
13 program where we partner with at least starting with
14 community colleges, where once these individuals are
15 out, they also have some kind of pathway toward their
16 education as well. Because there are a lot of dedicated
17 staff in colleges working on transitions. You've seen
18 this heavy investment from the state - dual enrollment
19 with high schools where you can take college courses in
20 high schools to qualify for college. I was just curious
21 if we can look into that as well, where we can create -
22 start with some partners and some colleges where similar
23 to jobs, we place them in college. As well as jobs, just
24 a suggestion.

25 CHAIR MACOMBER: So, if I can jump in on that
26 question. CDCR does offer college in every one of our

1 prisons right now. And we do have programs. And if
2 you're midway through your degree, we try to work with
3 those students to complete their degrees. So, I think
4 that's already happening within our division of
5 rehabilitated programs now. I wouldn't say this would be
6 something - a PIA college would not be a PIA program.
7 But if there's interest, you certainly can put that on
8 an agenda to have a DRP, our rehabilitative program
9 group, share that info if there was an interest.

10 MEMBER AGHAKHANIAN: I mean, if we are, I can
11 try to get the Chancellor or the president of the
12 largest community college system in the United States -
13 the L.A. community college system, and some of you may
14 know I'm a director at East L.A. College, and we're home
15 to the largest formally incarcerated population. So,
16 this is just a suggestion. But I think if we start
17 communicating and trying to find ways, I think the
18 colleges are heavily investing in transfers and making
19 it seamless for any individual who wants to transfer to
20 a community college. So, if there's interest, I would
21 like to work with our director. Try and see if we can
22 arrange some meetings to at least kind of initiate the
23 connections starting with the LACCD if we can.

24 MEMBER ZHENG: So, I think that's a great idea.
25 I think here, with the Prison Industry, I don't think
26 there's a specific program in relation to transitioning

1 to college. As the Secretary mentioned, it is about
2 (indiscernible). But I do see the value in how PIA
3 participants - because in community colleges they do
4 have vocational skill building there. So I see there's
5 connections between the skill building part on the
6 vocational from within to have transitional access for
7 incarcerated people releasing to have direct connections
8 to community colleges on the vocational and to support
9 their skill building or continue skill building, because
10 based on the incarceration, the length of incarceration,
11 people may not be able to finish the certification or
12 trainings and this is an opportunity to do that. So, I
13 think that may be something that we should definitely
14 explore.

15 MEMBER AGHAKHANIAN: Okay, then I'll go follow
16 up and just see what's available on the other side and
17 try to see if we can at least make the connection. It
18 will also inform some of these individuals at these
19 colleges about CALPIA and what we do and to make those
20 connections because I deal heavily with formally
21 incarcerated students, some of them did get part of the
22 certification. I think for us to really go out there,
23 and some of us have already been doing this in terms of
24 meeting with our legislators and informing them of who
25 we are - I think we should also start doing this with
26 educational entities. It's just a suggestion.

1 CHAIR MACOMBER: One last comment, Armond. We
2 do have a deputy superintendent whose full-time job is
3 college education. We actually hired that individual
4 from the community college system. Within that role,
5 that individual is responsible for establishing all the
6 college programs and partnerships we have with community
7 college. I'd be happy to get you her information if that
8 would be helpful.

9 MEMBER AGHAKHANIAN: I would appreciate that,
10 thank you.

11 MR. BECHTOLD: Great. Thank you for your time.

12 CHAIR MACOMBER: Any further comments?

13 [No response]

14 CHAIR MACOMBER: Thank you. We'll move on to an
15 External Affairs update presented by Michele Kane,
16 Assistant General Manager, External Affairs.

17 MS. KANE: Good morning, Board members. I'm
18 Michele Kane, Assistant General Manager, as Jeff
19 mentioned, of External Affairs. We have been busy with a
20 lot of tour groups going through our prisons and our
21 programs recently. We've had Senate offices, Legislative
22 offices, CHP, Rotary Clubs, Solano County Probation, the
23 Department of Finance just to name a few. We love when
24 the public can actually see the job training in person,
25 that we provide. They get to talk to the incarcerated
26 individuals who are benefiting from these programs. So,

1 it's a win-win. CALPIA also has some graduations coming
2 up. Tomorrow is a big day, we have 20 individuals
3 receiving their job certifications at Folsom State
4 Prison in pre-apprentice carpentry, pre-apprentice
5 construction labor, and also pre-apprentice roofing.
6 This graduation is being held in our modular building
7 enterprise warehouse. We have invited union leaders, a
8 lot of city officials who we partner with, and the media
9 also has been invited. Bill mentioned our success story,
10 Robert Castaneda. He became an optician in our Optical
11 program. He is going to be speaking to the graduates at
12 this event tomorrow. The following week, on October 17th,
13 we have 40 graduates receiving their job certifications
14 in metal fabrication, AutoCAD, printing, braille,
15 healthcare facilities maintenance, among other
16 industries. Secretary Macomber, you will be speaking
17 along with Bill Davidson. Thank you. We also have a
18 success story Tommy DeLuna, who is a case manager for
19 the Anti-Recidivism Coalition. He is doing incredible
20 work. He is very upbeat and encouraging, so I know he
21 will be a great speaker for these guys. He received his
22 certifications in our programs, and the media has also
23 been invited to this event. Family and friends will also
24 be attending. By the way, we have rescheduled the
25 graduation at Pelican Bay State Prison to November 8th
26 due to the wildfires. As you may remember in late August

1 - it forced us to reschedule this event. The individuals
2 up there - they're just really looking forward to this
3 graduation, and we're excited to be celebrating them.
4 Looking ahead to the end of the year, we are working on
5 CALPIA's Report to the Legislature. That is an annual
6 document that we always put out. It provides an overview
7 of CALPIA, and all the highlights of the year. It also
8 includes the latest in workforce development, important
9 budget information, and of course - wonderful pictures
10 too. At the next Board meeting you will have a chance to
11 see it and approve it. And with that I hope you enjoy
12 the rest of this fall season. I'm loving this weather. I
13 look forward to seeing you all in December at our next
14 meeting. And with that, that is my report.

15 CHAIR MACOMBER: Thank you, Michele. We will
16 now move on to the portion of the meeting reserved
17 comment regarding items not on the agenda. Under the
18 Bagley-Keene Act, the Board cannot act on items raised
19 during public comment but may respond briefly to
20 statements made or questions posed, or it may request
21 clarification or refer the item to staff.

22 Would anyone like to make a comment or address
23 the Board? We have at least one. As a reminder, if any
24 member of the public would like to make a comment,
25 please have a Speaker Request form filled out, and then
26 come forward and state your name and affiliation. For

1 any member of the public who is in virtual attendance,
2 please either dial *9 if you are calling in or enter
3 your comment on the chat function via the webinar. Our
4 meeting organizer will place you in order and will call
5 out your name and/or the last four digits of your phone
6 number when it is your time to speak. Please state your
7 name and affiliation so that we can make note in our
8 records. Each speaker will be limited to two minutes for
9 public comment.

10 BOARD SECRETARY MARION: Okay, we have one
11 speaker request from Katrice Hurd.

12 MS. HURD: Should I take a chair?

13 MR. DAVIDSON: Whatever you'd like, whatever
14 works best for you.

15 MS. HURD: First off, let me say, it takes a
16 lot of guts to get up here in front of all of the
17 Doctors and the tenure in here, so, forgive me. I also
18 wanted to say that I am new to PIA, January, and I am
19 absolutely floored by what you guys have done in these
20 institutions. Never having seen it, never having
21 experienced it, I'm blown away and I commend all of you
22 guys so pat yourselves on the back. Thank you.

23 That being said, my name is Katrice Hurd, I am
24 with Quality Assured Cleaning Services. We are a
25 certified women-owned, Native American-owned, micro
26 small business. I am also a part of the National Small

1 Business Leadership Council. State contracts make up
2 about 75% of our business. We have been contracting with
3 you all, working alongside and on behalf of the Prison
4 Industry Authority since January, as I had stated. In
5 the time that we have been in contract with PIA, there
6 has been some items that I would like to bring to the
7 attention of the Board. Items that create hardships and
8 deficiencies for myself as a small business owner and as
9 well as to the Prison Industry Authority, making it
10 difficult for us to provide the quality of service that
11 you guys are contracting us for.

12 The first one would be the gate clearances.
13 Since March of 2023, we've submitted approximately 15 to
14 20 employees for day clearances. It was expressed from
15 the beginning that the process would take quite a while.
16 It's the state. I assumed that. CDCR takes quite a few
17 weeks. And this information is being relayed to my
18 employees as well. Some of them are coming off current
19 contracts. Some of them are new hires. What we found was
20 that the process would take 4 to 6 weeks just for the
21 gate clearance, but then another 1 to 2 weeks for a
22 start date, and then for the employees another 2 to 3
23 weeks for their first paycheck. Of course, I would
24 inquire multiple times on each list that I sent over for
25 clearance, which consisted of 4 to 5 submissions since
26 the inception of the contract in January. Of those 4 to

1 5 submissions, and 15 to 20 employees, I currently only
2 have 5 employees placed.

3 When I would inquire about the process as I
4 was advised, both state employees have to wait up to six
5 months. Now I understand that, and if you are looking at
6 this from a career perspective, that's alright. If you
7 are looking to get into a career at CDCR, you can wait
8 the six months and kind of hustle until then, and when
9 that position becomes available, and you get cleared you
10 can release your temporary job and move into your
11 career. However, when you're dealing with individuals
12 who are not as fortunate, and these checks are their
13 bread and butter - it's how they pay for gas, get their
14 children to and from school. It's how they pay their
15 cell phone bills. It's when their car breaks down, how
16 they get it repaired to get to and from work. It tends
17 to become very difficult. And as an employer, I continue
18 to tell my employees that we're in it for the long haul,
19 hold on it's coming. And then their phone gets turned
20 off, and when the contract comes, I can't even call
21 them. It doesn't behoove anyone to be in this situation.
22 And as an employer, I've had my employees looking at me
23 in a certain way, as if I don't know or have control
24 over my own contracts. I've actually had some employees
25 who will now refuse to call me back. So as an employer,
26 it kind of jades how I would like my employees to

1 perceive me as an employer.

2 So, what else. Sorry. So, what happens when an
3 employee loses their faith in me, is that what I say to
4 them now holds less weight. And this is the process
5 until eventually, they don't return my phone calls like
6 I stated. I had the opportunity to sit down at one of
7 the institutions and speak with the individual who
8 oversees PIA at a few institutions, and I would advise
9 that there is simply not a process in place for the
10 clearances. That there are several levels of clearance
11 and steps that have to take place, and that once it's
12 passed to the next level, there's no timeframe, there's
13 no log, no one knows whose desk it's on. We've actually
14 had employees who have been submitted for several weeks
15 get lost in the shuffle. And so now we have to resend
16 those employees entirely. Or we have one institution who
17 wants it delivered this way, and another who wants it
18 delivered another way, and we don't find out
19 consistently how they want it submitted to them. So, our
20 paperwork is just sitting on someone's desk and there's
21 no timeframe, like I said, to get things moving.

22 So, my goal is to simply request that PIA get
23 a set of eyes on this for your small contractors.
24 Because as small contractors and small businesses - we
25 struggle already with the processes, and so I'm hoping
26 that we can get a set of eyes on it for that.

1 The second issue is - you guys have an
2 outstanding temp training program. We've been through
3 it; we've been through the training and it's
4 exceptional. One issue that I have, however, is that
5 we're seeing the process is not being adopted and
6 implemented at all institutions. So, while we've been
7 trained upright in one institution, we'll get to a
8 secondary institution and they'll say, "why are you
9 doing that?" "Why are you cleaning it that way?" And so,
10 it creates confusion for my employees, because now
11 they're saying, "well hey boss, they're kind of rushing
12 us, telling us we shouldn't do this, and we're doing it
13 anyway." And my response to them is this - if it is in
14 the PIA book with regards to janitorial and how they
15 want it cleaned, we should be adopting it as well.
16 Because the bottom line is to make sure that we are
17 cohesive, and everything that needs to be done is taken
18 care of. So that's one other issue that I have, and I'm
19 hoping that someone can address the third and final
20 issue.

21 Small businesses are aware of the timeframe
22 that we have with regards to the State invoicing. 45
23 days, great. So as a small business owner - we have to
24 be organized enough to make sure that we have enough
25 capital to continue to run our contracts. 45 days, fine.
26 However, if there are delays from the institution with

1 regards to getting the sign in sheets to CALPIA so they
2 can procure our invoices and submit them for payment -
3 that's an additional delay that we, as a small business,
4 can't afford. A prime example: Today is the 10th, I just
5 got the cure sheet, I just got the sign in sheet for one
6 of the invoices yesterday. Yesterday was the 9th. That's
7 a 7-day delay in submission of our invoice because the
8 numbers haven't been cured yet.

9 And so, these are issues that I'm hoping that
10 we can get some eyes on. And I want to say that, truth
11 be told, every individual that we have dealt with has
12 been wonderful. They want to help. They want to try and
13 figure out what's going on. But since there is no
14 processes in place, it's kind of hard for them to decide
15 where to go first, who to follow up with, how to handle
16 it. So, I'm truthfully at the mercy of the Board at this
17 point in terms of how and when someone could potentially
18 come up with a process that works for everyone.

19 MR. DAVIDSON: Maybe I can address this. I'm
20 not a member of the Board, but I think I could probably
21 help better than anyone, or actually, Nicole Collins
22 right here, she's our Assistant General Manager over
23 Operations. Right behind her is Bobby Hernandez, who is
24 the Branch Manager who oversees our HFM program. They
25 both can work directly with you.

26 MS. HURD: Okay, thank you.

1 MR. DAVIDSON: I don't believe that any of
2 these issues that you bring are something that we cannot
3 work through. Bobby and Nicole are as high level as your
4 going to get and I'm sure that the individuals that you
5 worked with before report to them.

6 MS. HURD: Okay.

7 MR. DAVIDSON: I was made aware on Friday of
8 this issue, and I had a conversation with Nicole and
9 Bobby, and they are more than ready to work with you and
10 help you.

11 MS. HURD: Awesome. Great.

12 MR. DAVIDSON: Resolve some of these issues.

13 MS. HURD: Thank you.

14 MS. COLLINS: I was even going to say, if you
15 want to stick around for a few minutes after the Board
16 meeting, we'd be happy to meet with you.

17 MS. HURD: Yes, thank you so much.

18 MS. COLLINS: You bet.

19 MS. HURD: Awesome. I want to be respectful of
20 time, but I had two issues on the agenda. Should I
21 present the next, or should I step aside?

22 MS. BURTON: It's a two-minute limit is what I
23 believe is what is in our...

24 MS. HURD: I can push that back to two minutes,
25 that's fine.

26 MR. DAVIDSON: If there are issues similar to

1 these, I can assure you we can work through these
2 issues.

3 MS. HURD: Yeah, but it was a separate program
4 but it's something that I can present at the next Board
5 meeting, that's fine.

6 CHAIR MACOMBER: Okay. Thank you. This
7 concludes our Prison Industry Board Meeting on October
8 10th, 2023. Is there a motion to adjourn the meeting?

9 MEMBER AGHAKHANIAN: Before we do that, can I
10 make a comment please?

11 CHAIR MACOMBER: Sure.

12 MEMBER AGHAKHANIAN: Sorry everyone, again. I'm
13 not on the camera, but I do want to take this
14 opportunity to thank Ms. Kane and some of my colleagues.
15 I can't see who's there. Ms. Kane, who is there from our
16 ledge team right now?

17 MS. KANE: You know, Felipe is not on the call.
18 And of course, Mack's not here anymore. So, it's just
19 you and I, Armond. And Bill, who went to the Capitol.

20 MEMBER AGHAKHANIAN: Okay, so I do want to
21 thank everyone for this continuous, and I say continuous
22 because it's not over, fight to you know, especially
23 when it came to one of these bills that you just heard
24 it's been pushed to next year. I want us to continue our
25 advocacy. I know we've talked about, you know, working
26 with our legislators and informing them at least every

1 other month. If any of the new members are interested in
2 joining, it is important because again, we had to do a
3 lot of work to stop that bill. And I know it's going to
4 next year, but I think if we continue to try it will
5 eventually - my thing is that we can eventually remove
6 the bills or similar bills. And this is pertaining to
7 the Lens program that some of you heard about today. I
8 think the more we inform our legislators in a one-on-one
9 basis, the more they know what we do, and the more we
10 can prevent similar legislation. I still think it was a
11 mistake to even bring that legislation forward. But I'm
12 glad it's where it is now, and my hope is that we kind
13 of put an end to it. But if any of my colleagues are
14 interested in joining this fun committee, please talk to
15 Ms. Kane. And again, I want to thank Ms. Kane for her
16 due diligence, and for being so wonderful every time we
17 go to Sacramento - we have fun days. So, I'm telling you
18 this is one probably one of the fun-est committees you
19 can join. If anyone is interested, please let Ms. Kane
20 know. Thank you.

21 MS. KANE: Thank you, Armond.

22 CHAIR MACOMBER: Thank you. Would someone like
23 to make a motion to adjourn the meeting?

24 MS. DAVISON: Motion to adjourn.

25 MEMBER AGHAKHANIAN: Second.

26 CHAIR MACOMBER: All in favor?

1 BOARD MEMBERS: Aye.

2 CHAIR MACOMBER: This motion carries. This
3 will conclude the meeting, and we are adjourned at 12:06
4 P.M. Thank you everybody, have a great day.

5 (Whereupon the meeting was adjourned at 12:06
6 P.M.)

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