

BOARD MEETING  
OF THE  
CALIFORNIA PRISON INDUSTRY AUTHORITY

Held in person and via zoom

CALIFORNIA PRISON INDUSTRY AUTHORITY  
California Men's Colony  
Colony Drive  
San Luis Obispo, California 93409

THURSDAY, OCTOBER 6, 2022

1:00 P.M.

Reported By:  
Peter Petty

## APPEARANCES

Board Members

Jeff Macomber, Undersecretary, Acting Chair  
Darshan Singh, Vice Chair  
Armond Aghakhanian  
Dawn Davison  
Mack Jenkins  
Felipe Martin  
Carlos Quant

Staff Present

William Davidson, General Manager  
Melinda Marion, Board Secretary  
Suzie Changus, Chief Informational Officer  
Randy Fisher, Assistant General Manager, Facilities  
Support  
Debi Kamakani, Assistant General Manager, Administrative  
Division  
Michele Kane, Assistant General Manager, External  
Affairs  
Rusty Bechtold, Assistant General Manager, Workforce  
Development

Speakers

Kenyatta Kalisana  
Timothy Jackson

Public Comment

None

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

2 October 6, 2022 1:07 P.M.

3 CHAIR MACOMBER: I call the Prison Industry  
4 Board to order at 1:07 P.M. I would like to acknowledge  
5 that this meeting is being held at a publicly Noticed  
6 location.

7 We will begin by asking the Board Secretary to  
8 please call the roll.

9 SECRETARY MARION: Okay. Chair Macomber?

10 CHAIR MACOMBER: Here.

11 SECRETARY MARION: Vice Chair Singh?

12 I saw his hand.

13 Member Aghakhanian?

14 Member Davison?

15 MS. DAVISON: Here.

16 SECRETARY MARION: Member Jenkins?

17 MR. JENKINS: Here.

18 SECRETARY MARION: Member Lopez?

19 Member Martin?

20 And Member Quant?

21 MR. QUANT: Here.

22 SECRETARY MARION: Oh. And Member Vaughn?

23 Let the record show we do not have a quorum;  
24 we have a total of five members.

25 CHAIR MACOMBER: Thank you. Welcome, Board  
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1 Members and attendees. Thank you for being here today  
2 for today's Prison Industry board meeting. I'd like to  
3 note this board meeting is being conducted both in  
4 person here at the California Men's Colony, and via  
5 teleconference pursuant to the provisions outlined in  
6 Government Code Section 11133.

7 I would like to take this time to thank  
8 Jennifer Osborn for her service to the board and the  
9 CALPIA. She made invaluable contributions to CALPIA,  
10 and we appreciate the time and effort that she dedicated  
11 to the Prison Industry Board.

12 But I'd like to take this opportunity for any  
13 opening remarks from any Board Members?

14 MR. JENKINS: I'd like to make a comment.  
15 This was my first time witnessing a graduation. And oh  
16 -- this is Mack, Board Member Mack Jenkins. And what  
17 I'm sharing is this was the first time I had the  
18 opportunity to witness a graduation.

19 And I'm kicking myself, because the period of  
20 time I've been on this board it should not have been the  
21 first time. It is quite an experience. And to my  
22 colleagues on the board that haven't taken the time to  
23 come and be present at a graduation, you really should  
24 do that. Because it makes real the mission and purpose  
25 of PIA.

1           It's one thing to see it in writing, it's  
2 another thing to hear the reports from the staff  
3 members, but it is something entirely different to sit  
4 and look at the faces, see the emotion, hear the  
5 heartfelt comments of individuals that have worked  
6 really hard and are being recognized for their  
7 accomplishments. And I feel quite privileged to have  
8 had a chance to do that.

9           And Mr. Jackson, very much appreciate your  
10 comments in speaking to them. Just very heartfelt, very  
11 on point. Bill, I already told you what you had to say  
12 to them. And Jeff, all of those comments. It's just a  
13 really positive experience. So, Board Members, if you  
14 haven't been to one, you gotta go to one.

15           CHAIR MACOMBER: Here, here. Would any other  
16 board members like to make any opening comments?

17           Alright, thank you. At this point, I would  
18 like to note to any members of the public who are  
19 present, either in person or electronically, that there  
20 will be opportunities for public comment after each item  
21 is presented to the board. If any member of the public  
22 would like to comment, please fill out a speaker request  
23 form and hand it to the Board Secretary.

24           For any members of the public who are on the  
25 line right now who would like to comment, we will give

1 out further instructions on how to raise your hand and  
2 let the organizer know you would like to speak. Each  
3 speaker will be limited to two minutes for public  
4 comment. I would request that everyone announce your  
5 full name and affiliation, if any, before speaking so  
6 there is no confusion. Each speaker will be limited to  
7 two minutes for public comment.

8 We will now move on to the General Manager's  
9 comments. Mr. Davidson?

10 MR. DAVIDSON: Thank you. Good afternoon,  
11 Chair Macomber and members of the Board. And it has  
12 truly been very nice to be here at CMC today. And I  
13 echo what Mr. Jenkins shared about the graduation this  
14 morning. It was, to me, again, just there was an  
15 excitement, a motivation, and truly an appreciation for  
16 what we do that I felt there, and I hope that everybody  
17 that was present felt that same emotion. And these  
18 events, these graduations, they're truly my favorite  
19 days and favorite part of this job. And as Mr. Jenkins  
20 pointed out as well, I mean they truly are the reality  
21 of why we come to work each day. This is why we do what  
22 we do.

23 And I also hope that at some point in time  
24 that each board member has an opportunity to have that  
25 same experience to see that firsthand and just feel the

1 importance of what we do. And we do have a pretty full  
2 agenda today and I know that Melinda mentioned we don't  
3 yet have a quorum. We should have at least one more  
4 board member joining shortly, and so we'll be sure if we  
5 take any action items that we have a quorum before that  
6 happens. But knowing that we have a full agenda, I will  
7 be trying to brief in my comments. But there are some  
8 things that I do want to update the Board on today.

9           And first, I too want to add my appreciation  
10 to that expressed by Mr. Macomber of -- for Jennifer  
11 Osborn's service on the Board. And Ms. Osborn, she does  
12 continue in her job as the Chief Deputy Director at DGS,  
13 but she has been given some additional Board  
14 responsibilities and assignments that has required her  
15 to step down as a member of the Prison Industry Board.

16           DGS did name a replacement for Ms. Osborn, a  
17 gentleman named Joshua Blackman. I had the opportunity  
18 to meet Mr. Blackman several weeks ago. We gave him a  
19 tour of our operations at Folsom State Prison, and I was  
20 very excited about his energy and enthusiasm to serve on  
21 the Board and to be a part of our mission.

22           But I met with him this past Friday afternoon  
23 and he let me know that he had accepted a new position  
24 in the private sector, and because of that he'll no  
25 longer be working for DGS, which means he'll obviously



1 no longer be able to serve on our board either. So,  
2 we'll soon have a new replacement on the board for that  
3 position. But again, I do wish Mr. Blackman well and  
4 certainly wish Ms. Osborn continued success in her role  
5 at DGS.

6 I also want to let the Board know that Randy  
7 Fisher has announced his retirement, and his last day  
8 with us will be on November 18<sup>th</sup>. And Randy has  
9 faithfully served us here at CALPIA for over seven  
10 years, and for more than 31 years with the state  
11 overall. Randy has led our Administrative Services  
12 Division, our Workforce Development, and for the past  
13 two years has led the Operations Division. And Randy  
14 has always been willing to take on whatever assignment  
15 and responsibility that's been asked of him and he's  
16 done it well each and every time.

17 Randy has a true love and understanding of  
18 what CALPIA is about, and he works tirelessly to  
19 champion and carry out our mission. And his positive  
20 attitude and excitement will be greatly missed. Randy  
21 has made outstanding contributions to CALPIA's success,  
22 and I personally value his guidance and his friendship.

23 Randy's second grandchild, or granddaughter,  
24 was recently born and I'm certain that Randy will now be  
25 spending quite a bit of time in Long Beach and will be

1 properly and appropriately spoiling Autumn and Lily.  
2 But thank you, Randy, for your dedicated service and we  
3 certainly wish you all the best and you'll be truly  
4 missed.

5 MR. DAVIDSON: So, in our last board meeting  
6 we talked about Senate Bill 1089, which at that time was  
7 pending legislation that would have had a very negative  
8 impact on our optical enterprise. But as you know,  
9 subsequent to that last meeting this bill ultimately  
10 went away in the Assembly Appropriations Committee.  
11 Michele Kane and I, we were listening to that committee  
12 hearing live in my office on August 11<sup>th</sup>, and there was a  
13 total of 304 bills being heard that day, and SB 1089 was  
14 number 303 of the 304 bills being heard. So, it was a  
15 bit of a long, tedious session.

16 But we did hear the chair of the Committee say  
17 that all the language of that bill had been stricken and  
18 was replaced with something having to do with the  
19 extension of the prohibition of Turkish investments on  
20 something. And as they said that, Michele and I looked  
21 at each other and we were a little bit confused for just  
22 a moment or two, and then we realized that what had  
23 happened was that bill had been gutted and amended and  
24 the language related to our optical enterprise was  
25 completely removed from the bill and we could not have

1    been more pleased with that.

2                   So, I express, again, my appreciation and  
3    gratitude to all who helped educate legislative members  
4    on the value of our organization, and of the great  
5    successful and proven rehabilitative programs that we  
6    offer.

7                   SECRETARY MARION: And really quick, let the  
8    record show that Member Aghakhanian is now on the line.

9                   CHAIR MACOMBER: Great, thank you.

10                  SECRETARY MARION: No problem.

11                  CHAIR MACOMBER: So, we a quorum now.

12                  SECRETARY MARION: We do have a quorum.

13                  CHAIR MACOMBER: Thank you.

14                  MR. DAVIDSON: Now since our last board  
15    meeting, we've had several successful events that I'll  
16    touch on briefly, and Michele will share in greater  
17    detail in her update. We had two field staff meetings,  
18    which included as many staff as possible from several  
19    institutions in the areas where the meetings were held.  
20    On July 24<sup>th</sup>, we had a field staff meeting at Centinela.  
21    And yes, we did go to Centinela in July. And yes, it  
22    was very hot.

23                  But we did have a great time. It was a very  
24    good, engaging meeting with staff there, where the  
25    executive team shared information about things going on

1 in their respective areas as well as throughout CALPIA  
2 overall. And then we had a candid and open question and  
3 answer session with staff.

4 We then had another meeting with staff from  
5 the institutions near CIM on August 24<sup>th</sup>, following the  
6 same pattern as we did at Centinela, and we had  
7 previously done at Kern Valley State Prison. We look  
8 forward to one additional field staff meeting later this  
9 month at Folsom State Prison, and one also for our  
10 Central Office staff. And with that, we will have been  
11 able to meet as an executive team with all of our staff  
12 throughout the state in the past six months. And these  
13 are productive, meaningful meetings, and we look forward  
14 to doing the same next year.

15 And we were also able to hold graduations at  
16 both CIM and CIW in conjunction with the field staff  
17 meetings there. Now I have attended many graduations  
18 during my time serving as a member of this Board, and  
19 also while working for CALPIA. And each of them, as the  
20 one today, is inspiring and motivating in its own right.

21 However, these two days were extra special,  
22 and I will include today's graduation in that same vein.  
23 And having former graduates of CALPIA programs who have  
24 returned to their communities able to come back, share  
25 their success stories, and specifically what they have

1 done to achieve that success and the key and vital role  
2 that CALPIA plays in those efforts was incredible. And  
3 I do look forward to Michele's presentation a little bit  
4 later, and the photos that she'll share with everyone.

5 Now just a couple other quick updates. As  
6 you've likely heard, the temporary restraining order  
7 that had been in place which halted efforts to move  
8 forward with the closure of the California Correctional  
9 Center was lifted a few weeks ago. The CDCR has  
10 identified June 30<sup>th</sup> of next year as the official date  
11 for the closure to be complete. Although I know that  
12 efforts have already begun to make that happen probably  
13 sooner than that.

14 But we have begun, ourselves, the process of  
15 moving our staff who are in positions at CCC into  
16 positions at High Desert State Prison. We see no issues  
17 at all with the movement of staff from CCC to High  
18 Desert, and do not anticipate doing any layoffs  
19 associated with this closure.

20 And as for the additional three institutions  
21 to be closed that was announced by the Governor a few  
22 months ago, we're still waiting for a final  
23 determination and announcement of which institutions  
24 these will be. But we are poised and ready to begin  
25 that process once those institutions are identified.

1           Now also just for everybody's planning  
2 purposes, we're looking at scheduling for our next  
3 Prison Industry board meeting to be held in December,  
4 and we plan to hold that at the Green Valley Training  
5 Center there in Folsom. And in conjunction with that  
6 meeting, we will also arrange for a tour of our  
7 operations at Folsom State Prison for any of our Board  
8 members who would like to see the operations at Folsom.  
9 And as we have several new members, this will provide an  
10 opportunity for them to get out and see first-hand the  
11 great work being done in our programs.

12           And then just one last update. As you know,  
13 we've begun the process of implementing our new  
14 Enterprise Resource Planning System, which is known as  
15 SageX3. We're very excited with the progress that we've  
16 made to date. Suzie Changus, Natalie McCorkle, and Brad  
17 Smith are the key people working with our Vendor, Net at  
18 Work, to implement the new system. We finalized the  
19 business requirements, which is a huge part of the  
20 initial effort of implementing this system, and we're  
21 now moving on to the data migration and configuration  
22 stage.

23           And the project has two primary components to  
24 it. First, the fiscal operations, and then the  
25 operations piece of it. And we expect the financial

1 piece to be implemented first sometime this coming  
2 summer, and then we'll immediately begin rolling out the  
3 operation component in a phased approach as soon as that  
4 financial piece is in place.

5           And as we've met with staff throughout the  
6 state, they are certainly becoming increasingly excited  
7 about moving away from the antiquated system that we've  
8 had in place for many, many years, and moving to a  
9 modern system with far greater functionality than exists  
10 in our existing system today.

11           The final thing I want to share with you today  
12 from my perspective is the best part. As you recall, at  
13 our last board meeting, I mentioned that we were in the  
14 process of hiring a new instructor for our dive program  
15 at CIM. I'm so very pleased to share with everybody  
16 that on August 2<sup>nd</sup>, Kenyatta Kalisana began as the new  
17 lead instructor of this program.

18           As I mentioned a few months ago, Mr. Kalisana  
19 is a formerly incarcerated individual who completed and  
20 graduated from the dive program and was released from  
21 prison in 2008. Since 2009, he has been working as a  
22 lead diver for a dive team out of the Gulf Coast. Now I  
23 could go on and on about Kenyatta, but rather than me  
24 continuing to sit here and talk about him, I have  
25 invited Mr. Kalisana to come here today and to share his

1 story with you and let you get to know him on a much  
2 personal basis. So, Kenyatta, can you come forward and  
3 share your story?

4 MR. KALISANA: Thank you, PIA. Yeah, my last  
5 name is -- or first name is Kenyatta, K-E-N-Y-A-T-T-A,  
6 last name is K-A-L-I-S-A-N-A. Thank you, PIA for having  
7 me. It's great to be here, great to attend these  
8 graduations and see what, you know -- and give back to  
9 PIA and the industry for what they have given to me.

10 I just want to talk a little bit I guess about  
11 who I am and why I'm here. I am a product of CIM. I  
12 went to Chino Dive School. Came out in 2008. I didn't  
13 go to work immediately diving due to parole, I had to  
14 get off parole, and at that time they were giving 11  
15 months parole. So, I stayed home in California and  
16 worked throughout doing other jobs until my parole was  
17 satisfied and I was able to leave and go to the Gulf of  
18 Mexico.

19 Before I had paroled, I had received job  
20 offers after putting my resume in to a lot of different  
21 places, and a lot of places had accepted me. So, I  
22 stayed home, and once off parole I went to a place in  
23 Louisiana called Specialty Diving. And Specialty Diving  
24 was sort of like a family small outfit, but they were  
25 welcoming. And they knew I was coming from prison, and



1 they, you know, seemed like they wanted that type of  
2 individual, because Chino has a reputation for being,  
3 you know, pretty tough, you know.

4           So, I went out there and excelled, continued,  
5 became a diver. Because at first, when you come out,  
6 you are a tender, you are not just a diver, you are a  
7 tender. And then you have to work your way through the  
8 ranks. So, I moved up pretty rapidly. Bounced around,  
9 came back to California due to a family member being  
10 ill, and with my experience at that time, I was able to  
11 work here in California. So -- and at that time, I  
12 joined the union and became a freelance diver and moved  
13 around a lot with the skills that I had. And I had the  
14 choice to stay at a program, or freelance. And when we  
15 freelance, we follow the money trail, so to speak.

16           So that's what brought me back to the South,  
17 and I was able to buy a home. Bought a home in  
18 Mississippi, was on a job for a long period of time.  
19 Fell in love with that area and did just that. So,  
20 during the years I've been working offshore, diving,  
21 doing a lot of other stuff, I went back to school. I  
22 got my welding certs, I got a CDL, you know I did all  
23 the things that I was supposed to do.

24           So, when I got the call from Jeff Powers, who  
25 was the old instructor there at Chino, I decided to

1   attack that task as well and take on the opportunity to  
2   give back.  And I'm so glad you guys brought me back,  
3   because I do love the job.  I do love working with the  
4   individuals and showing them what I learned as a Chino  
5   diver.  And I think those guys respect me a whole great  
6   deal, and I do respect the program.  So -- and that's  
7   where I'm at today.

8               CHAIR MACOMBER:  Thank you for sharing that.

9               SECRETARY MARION:  And really quick, let the  
10   record show that Felipe Martin has joined the meeting.

11              CHAIR MACOMBER:  Great, thank you.

12              MR. KALISANA:  Any last questions?

13              MR. JENKINS:  Well, thank you again, for  
14   sharing your story.  I have a couple questions.  First  
15   one is, did you already know how to dive?  Who taught  
16   you how to dive?

17              MR. KALISANA:  Well, the commercial aspect I  
18   learned in Chino.  But throughout high school, I was an  
19   athlete.  I was on the swim team, I played college  
20   basketball, so you know being in a team atmosphere was  
21   probably the best thing for me, because when I got away  
22   from being in a team atmosphere type of setting, that's  
23   when I made left turns and did what I, you know, what  
24   got me there.

25              And with diving, it's a brotherhood.  And

1 because it's a brotherhood, you know, you're always in  
2 some kind of -- you have a sense of belonging. And I  
3 had that sense of belonging just like I was sharing with  
4 Randy -- and thank you, Randy, for making my transition  
5 here very easy. And I was just sharing with Randy, you  
6 know I came out here to the cliff, I had posted on  
7 Facebook that I was here, and I got a buddy who is  
8 working right here down the street. You know, he's  
9 doing some diving and stuff like that. So, it's a  
10 brotherhood, it's tight knit, and you know, and we  
11 police each other, you know.

12 MR. JENKINS: Thank you. The other question  
13 is, now you're an employee of PIA.

14 MR. KALISANA: Yes.

15 MR. JENKINS: So now you're contributing to  
16 the mission.

17 MR. KALISANA: Yes.

18 MR. JENKINS: So just from that perspective  
19 and what you've come through, what would you say to  
20 board members like me? What should we be focused on to  
21 support so that there can be more like you? Just to  
22 further the mission, just anything that you would want  
23 us to know.

24 MR. KALISANA: Well, I think you know PIA has  
25 started the process with its hiring. And so, you know

1 it's just a matter of letting me, you know, as someone  
2 who has been through the process continue the process.  
3 I think that it's -- you know the guys have so much more  
4 respect for an individual who has been through, and they  
5 see tangibly, you know, that they can do it too.  
6 Especially in the diving industry, it's you know, not  
7 everybody's going to be a good diver.

8           So -- and one of the instructors that used to  
9 be there, Mr. Fred Johnson, used to always say put as  
10 many tools in your toolbox as you can. So that's where  
11 I, you know, didn't just go in to diving with just,  
12 "Awe, that's all I'm going to do." You know, I became a  
13 welder, I became, you know, other things. So, you know,  
14 with that push, you know, it helps you become more  
15 successful out there.

16           And so, you know, PIA just letting me do my  
17 thing, I think you guys have, you know, half the battle  
18 is won right there.

19           MR. JENKINS: Thank you so much for sharing  
20 that.

21           MS. DAVISON: Can I make comment? Oh, I'm  
22 sorry.

23           MR. JENKINS: Go ahead. Go ahead, Dawn. I'm  
24 sorry.

25           MS. DAVISON: Okay. I just want to say thank

1 you for coming back to California, especially when you  
2 have a home in Mississippi. And, you know you represent  
3 a tremendous amount of hope. And that's wonderful,  
4 because that's what our incarcerated people need the  
5 most, is hope.

6 MR. KALISANA: Yes.

7 MS. DAVISON: So, congratulations.

8 MR. KALISANA: Yes.

9 MS. DAVISON: And I'm thrilled that you're  
10 there. Thank you.

11 MR. KALISANA: Thank you. Thank you, I  
12 appreciate it.

13 MR. DAVIDSON: So, this is Bill Davidson. I  
14 just want to say, I think it's important to note  
15 something that Kenyatta said. He said that the  
16 reputation of the Chino Dive School as being tough. As  
17 one who went through that tough program, I have no doubt  
18 that he will continue to keep it a tough program.

19 MR. KALISANA: Yeah, most definitely. We have  
20 to keep that tradition going.

21 MR. DAVIDSON: And to show his toughness, I  
22 too just want everybody to know, he has -- since he has  
23 been back as the instructor of the program, been down in  
24 the pressure tank himself. So, he's not afraid to get  
25 in there with the guys doing the work. So, he's -- as

1 I've said before, it's wonderful that he is a former  
2 participant of the program. But he's also highly,  
3 highly qualified to do the job. So, we are blessed and  
4 fortunate all the way around to have Mr. Kalisana in  
5 this capacity.

6 MR. KALISANA: Thank you.

7 CHAIR MACOMBER: I agree.

8 SECRETARY MARION: Armond has a hand up.

9 MR. AGHAKHANIAN: Well, it's too late, he's  
10 walking away, so it's okay.

11 CHAIR MACOMBER: He can hear you.

12 MR. AGHAKHANIAN: Well as a fellow diver, I  
13 want to congratulate you as well. You know, I'm working  
14 on my Master Diver certification now. So --

15 MR. KALISANA: Thank you.

16 MR. AGHAKHANIAN: So how deep -- what's the  
17 deepest you've gone?

18 MR. KALISANA: 171, 171 feet.

19 MR. AGHAKHANIAN: Thank you. So, for any of  
20 you who never done diving before, that's a lot of  
21 pressure. But, congratulations. I love the program.  
22 I'm looking forward to one of these days to come by and  
23 maybe jump in the pool and dive with you.

24 (Laughter)

25 MR. KALISANA: Yes, please come down. We'd

1 love to see you.

2 MS. DAVISON: I want to be there for that.

3 Yeah. (Laughter)

4 SECRETARY MARION: Me too.

5 MS. DAVISON: (Laughter)

6 MR. AGHAKHANIAN: Thank you. Thank you,  
7 congratulations.

8 MR. KALISANA: Thank you.

9 MR. DAVIDSON: That was all I had.

10 CHAIR MACOMBER: Alright. Thank you, Mr.  
11 Davidson. We will now move on to our action meeting  
12 items, since we do have a quorum. Mr. Davidson, please  
13 present Action Item A, please.

14 MR. DAVIDSON: Well, actually here to present  
15 Action Item A is Randy Fisher, our Assistant General  
16 Manager for Operations, Facility Support.

17 MR. FISHER: Good afternoon, everyone.  
18 Chairman Macomber and members of the Prison Board, thank  
19 you for having us here today. As stated before, my name  
20 is Randy Fisher, and I am the Assistant General Manager  
21 for Operations, Facilities Support, for the California  
22 Prison Industry Authority.

23 Today, I will be providing information on  
24 Board Item 22-1006-457-AI, regarding positions with the  
25 health facilities maintenance program. And I believe in

1 your folder should be, it's a two-page document that has  
2 on the left-hand side the action item on there for your  
3 reference.

4           This item proposes an increase of 54 custodian  
5 supervisor positions and three support positions within  
6 this fiscal year, and 18 additional custodian supervisor  
7 positions in fiscal year 23-24. As a point of  
8 reference, if approved we will be implementing 20 of  
9 these supervisor positions starting October of this  
10 year, 34 of them will be implemented starting in January  
11 of 2023, and then 18 as mentioned above will be  
12 established on July 1<sup>st</sup>, 2023, which is next fiscal year.  
13 We're also adding, as I mentioned above, two staff  
14 services manager position, and one information tech  
15 specialist.

16           So, these positions were initially approved  
17 for the HFM program as requested by the correctional --  
18 excuse me, the California Correctional Health Care  
19 Services organization. Unfortunately, their budget  
20 proposal, when it was moved through, was not approved  
21 until after Prison Industry Board ruled on our annual  
22 plan. What actually happened is that the CCHCS had  
23 proposed these increases to help bolster our program and  
24 get funding for that so they could pass it on to us.  
25 And at the time, in the legislature and the Governor's



1 Office, it was actually recommended not for approval.

2 So that's why we did not put it forward.

3           However, at the very end of the legislative  
4 session, the Governor's Office they actually approved  
5 those positions, which was actually a bit of a surprise  
6 for us. And so, they went ahead and approved those to  
7 move forward and so the board item today is just to take  
8 those, establish the positions in the board so we can  
9 start to fill those positions.

10           So, we do have full funding, and we'll get an  
11 amendment with the CCHCS to fund those positions and  
12 move it forward. This change was established basically  
13 to provide additional supervisory oversight to the HFM  
14 program statewide. It should enhance our already very  
15 effective program throughout the state. So, we'll be  
16 taking supervisors and adding those positions throughout  
17 so they can supervise our civil service custodians, as  
18 well as our incarcerated individuals in the various  
19 programs we have.

20           The net effect of this will be an estimated  
21 revenue increase of 3.5 million, with a cost increase of  
22 2.9 million. So, it does provide increases for us. In  
23 conclusion, CALPIA recommends the Prison Industry Board  
24 approve item number 22-1006-457AI. If there are any  
25 additional questions, I'd be happy to assist. Thank you

1 for your time and attention to this matter.

2 CHAIR MACOMBER: Thank you, Randy. Do we have  
3 any comments from the board members regarding Action  
4 Item A?

5 MR. JENKINS: Thank you, Mack Jenkins, Board  
6 Member speaking. Just -- I want to make sure I'm  
7 following. Because you did say that there's full  
8 funding for the positions, right?

9 MR. FISHER: Mmm hmm.

10 MR. JENKINS: So, we haven't -- is that to say  
11 -- Mack, M-A-C-K, Jenkins. So, what I was saying was,  
12 you mentioned there's full funding. So, the funding was  
13 there before the positions were -- so that kind of was  
14 my question.

15 MR. FISHER: Sure. Well, the process is we  
16 actually have an agreement with -- we're under contract  
17 with CCHCS to provide the HFM program services to them.  
18 So, they reimburse us for the services for us to run the  
19 program, and clean each of the hospitals and  
20 correctional facilities at a certain level.

21 MR. JENKINS: Okay.

22 MR. FISHER: What happened was, in the  
23 negotiation that we had with the Receiver's Office, we  
24 indicated we needed additional supervisory positions to  
25 help manage the program. They agreed.

1 MR. JENKINS: Okay.

2 MR. FISHER: However, since they are a state  
3 agency, they have to go and get approval through the  
4 governor's budget and that whole process. When they  
5 initially did that, we had heard, and the Receiver  
6 indicated that they believed that was going to be  
7 opposed and was not going to be approved. So, we did  
8 not ask during the annual plan for those additional  
9 positions.

10 We were surprised that the governor basically  
11 said, "I want those positions," and approved CCHCS,  
12 which then gives us the funding.

13 MR. JENKINS: Okay.

14 MR. FISHER: It's kind of a little round  
15 about.

16 MR. JENKINS: Yeah.

17 MR. DAVIDSON: Yeah, it -- normally, these  
18 would have been part of the annual plan process, but for  
19 those very reasons that -- this is Bill Davidson. So,  
20 the -- sorry, now I've lost my train of thought on that.

21 Normally we would have included it in the  
22 annual plan, but again, we did not think that they were  
23 going to be ultimately approved. Because again, through  
24 the budget hearings, the legislature had indicated that  
25 they weren't necessarily supportive of those positions

1 even though I think there was justification and a  
2 demonstrated need for them. But the legislature, at  
3 that point, was not. And so, we did not include it as  
4 part of the annual plan. And so, this is essentially  
5 cleaning that up since they did ultimately approve and  
6 include. So, CCHCS does have the funding for those  
7 positions in their budget. We will be reimbursed for  
8 it. We just now need the position authority to  
9 establish the positions and to move forward with them.

10 And the supervisory piece, again just to put a  
11 little bit of context on it -- and Randy can help me out  
12 with some of the firm numbers on that. But today, one  
13 custodian supervisor oversees, what is it, about 24  
14 different positions, which is a huge number of  
15 positions. And especially when we're talking  
16 incarcerated workers and that for one supervisor to  
17 oversee. And so, this helps alleviate that and lessen  
18 the amount of individuals that one supervisor oversees.  
19 So, it's a needed --

20 MR. FISHER: It kind of balances out the ratio  
21 between supervisory staff, civil service, as well as  
22 incarcerated individuals.

23 MR. JENKINS: Mack Jenkins.

24 MR. FISHER: My apology, that was me, again,  
25 Randy Fisher. Is that, again, I think I was mentioning

1 it basically changes our ratio, our current ratio is  
2 about 37 to one. With these additional positions it's  
3 going to go about 19 to one.

4 SECRETARY MARION: Bill, Member Martin, and  
5 Member Davison.

6 MR. MARTIN: So, who would you like to go  
7 first?

8 CHAIR MACOMBER: Why don't we do ladies first.  
9 Ms. Davison.

10 MS. DAVISON: Thank you. I just had a couple  
11 of questions. The first one, are these difficult to  
12 fill positions? Or we don't have any problem with them?

13 MR. FISHER: This is Randy Fisher. They are  
14 very difficult to fill. Custodians is the hardest to  
15 fill because of the pay, with respect to that  
16 classification. But it does provide a promotional  
17 ladder for the supervisors.

18 We do anticipate that as we bring these  
19 online, we're still going to have problems bringing on  
20 direct custodians. But we have different plans to try  
21 and tackle that issue. So, they are hard to -- hard to  
22 recruit, hard to fill, but it is the best mechanism we  
23 have right now to move forward. And without the  
24 positions, we wouldn't be able to fill them at all.

25 MR. DAVIDSON: And this is Bill Davidson. One

1 of the things I would add to that is that this will help  
2 with the retention on the custodian side. Because as  
3 Randy mentioned, the promotional path within that series  
4 has been a challenge. There hasn't been a lot of upward  
5 mobility and promotional path for those in the custodial  
6 rank. And so, to retain them has been challenging.  
7 Having these additional supervisor positions will  
8 provide more of a promotional path for folks. So, I  
9 think longer term, it will help some with the retention  
10 as well.

11 MS. DAVISON: Good. And then the second  
12 question had to do with the support positions, the SSM-  
13 1, SSM-2 and I don't know what the ITS-2 is. Is that  
14 computer support?

15 MR. FISHER: Correct. So, this is Randy  
16 Fisher again. So yes, that's correct. What -- along  
17 with just the HFM and the cleaning there's also a  
18 substantial amount of tracking of the cleaning of the  
19 rooms for audit purposes. How much cleaning we're  
20 providing, providing resources, purchase of equipment,  
21 those things. That requires a great deal of work on the  
22 central office side to maintain the program. That's the  
23 reason for the managers there, to help run that team of  
24 analysts that take care of that.

25 The information specialist position is one

1 we're adding for MIS specifically because they are also  
2 very key in us providing that documentation set up  
3 mechanisms so that we can electronically receive the  
4 information instead of doing it by hand.

5 MR. DAVIDSON: And this is Bill again. And  
6 just to add to that, those -- all three of those are  
7 direct support of that HFM program are also included in  
8 that funding that CCHCS has received that will be  
9 reimbursed to us as we fill and carry out those  
10 positions.

11 MS. DAVISON: Are the SSM-1 and -- is that a  
12 specialist position? I'm just concerned about the SSM-  
13 2, because traditionally that person supervises a cadre  
14 of SSM-1's. And I'm just wondering about the  
15 allocation.

16 MR. FISHER: Sure. So, this is Randy Fisher  
17 again, just for clarification. We have discussed with  
18 our admin division and HR, the allocation guidelines  
19 with respect to the SSM-1's and the SSM-2's. And there  
20 are sufficient AGPS's and SSA's as well as other  
21 supervisory classes to justify that movement of those  
22 classifications.

23 MS. DAVISON: So they'll -- okay. Okay,  
24 thank you.

25 MR. FISHER: You bet. No problem. This is

1 Randy again. Was there another question out there?

2 It's hard for us to see the --

3 UNIDENTIFIED SPEAKER: I think Mr. Martin had  
4 one.

5 MR. MARTIN: Yeah. How's everyone doing?  
6 Sorry for being late, but how are you doing, Randy? So,  
7 just for clarification, you said there's going to be one  
8 supervisor for 19?

9 MR. FISHER: We're hoping --

10 MR. MARTIN: It still seems quite a task.

11 MR. FISHER: It is. And this is Randy Fisher  
12 again. So yes. Significantly, the ratio we have right  
13 now is basically 37 to one, on a scale. It depends on  
14 each institution a little bit. Bringing it down to 19  
15 to one falls within the guidelines that CalHR has  
16 proposed for us as far as allocation guidelines, which  
17 is one of the reasons why we approached the Receiver's  
18 Office with it. We said CalHR is making the  
19 determination.

20 We could actually, within that determination,  
21 make the ratio even lower. But we feel that at this  
22 time, if we can at least get these established there we  
23 will balance it out and find out if we need more as we  
24 move through. So, this, in our analysis, seemed to be  
25 the most prudent step to take at this time.



1 MR. MARTIN: Fair enough. Thank you.

2 MR. DAVIDSON: You bet. And this is Bill  
3 Davidson again. One just additional clarification, or  
4 additional piece of information.

5 So, the 54 custodial supervisor positions that  
6 are approved for this fiscal year, it's 54 because it's  
7 really going to be a partial fiscal year that will have  
8 them. Next fiscal year we'll have an additional 18  
9 positions. So, it's really 72 additional positions that  
10 was approved, it's just 54 of them will begin this  
11 fiscal year, the remaining 18 next fiscal year. So just  
12 to put a little additional context on that.

13 MR. MARTIN: If you can fill them.

14 MR. DAVIDSON: Yes.

15 CHAIR MACOMBER: Any further comments? This  
16 is Jeff Macomber. Any further comments about Action  
17 Item A?

18 MR. JENKINS: Just one more. This is Mack  
19 Jenkins again. Felipe's last question sparked another  
20 one for me. He said, "If we can fill them." And you  
21 acknowledged that it's going to be difficult to fill  
22 them. So, what is the goal in terms of a timeline to  
23 fill the positions? With the understanding -- I'm  
24 saying again, I appreciate your comments before about  
25 the difficulty, but what's our goal from a timeline

1     standpoint?

2                   MR. FISHER:  So, this is Randy Fisher again.  
3     So, we've had difficulties for several years with  
4     respect to that.  So what we're doing now is we're  
5     actually in partnership with the Receiver's Office in  
6     developing a plan where we're going to take certain  
7     positions and set them up, let's say before COVID for  
8     example, we had an actual team that would go out to each  
9     area and location and actually have face to face  
10    interviews, kind of a one-stop shopping process, where  
11    by someone, a candidate could come in, they could  
12    actually interview, take the exam online, interview, and  
13    get an offer of employment minus the background checks  
14    they need and those things, and get almost instantaneous  
15    offers of employment.  Now that COVID is going away,  
16    that is one of a few factors we're doing to increase our  
17    process for that.

18                  We are also in discussions with CalHR and  
19    other organizations to try and find a way that we can  
20    increase the salaries or find other incentives that we  
21    can get through for the custodians to get more  
22    recruitment.  That, however, does take contractual  
23    negotiations with their union, and sometimes we have to  
24    wait for their next contract to come up before we can  
25    move forward on a few of those items.

1           MR. JENKINS: Okay, Mack Jenkins again. This  
2 is my last question. I will vote in favor of the  
3 motion, but just helping me understand. And the reason  
4 I was asking that, was because if it's going to be  
5 difficult and the board approves this, we get the  
6 positions and the money, I just wanted to make sure the  
7 money doesn't in some way get threatened because the  
8 positions aren't filled, if you follow what I'm saying.  
9 I would -- I used to run into that in the agency that I  
10 ran. So, in terms of the timeline. You know, I could  
11 get positions and I could get funding, but if I got the  
12 funding and the positions didn't fill them I might not -  
13 - I might lose that money.

14           MR. DAVIDSON: This is Bill Davidson, maybe I  
15 can jump on that one a little bit. We are in close  
16 collaboration with CCHCS on this, and they have similar  
17 concerns from the opposite perspective. You know, if we  
18 don't fill the positions, if we don't that, you know,  
19 what are they reimbursing us for. And so, we're working  
20 with them to develop a plan and to show them a plan on  
21 how we will fill those positions and how we will keep  
22 those positions filled. Now will we get to 100 percent  
23 fill rate, a zero vacancy? No, we'll never be there.  
24 But to get to a reasonable lower vacancy rate than what  
25 we've been running, we are working closely in

1 conjunction with CCHCS on that so that they can see that  
2 as well.

3 Another thing that I will add is that we're  
4 working also with the department of general services,  
5 because they have similar issues. You know, they have  
6 custodians statewide and they have similar issues with  
7 filling and retaining their custodian positions. And  
8 so, we're working with them on ideas and ways not just  
9 within PIA but on a statewide basis to be able to  
10 address that issue. Now our custodians are a little bit  
11 different in the type of work and the environment that  
12 they work in, but it's still a kind of a crossing  
13 challenge that we both have.

14 MR. JENKINS: Just on our radar.

15 MR. DAVIDSON: Hundred percent.

16 MR. JENKINS: So, I get that.

17 MR. DAVIDSON: Yup.

18 MR. JENKINS: Thank you.

19 MR. MARTIN: I raised my hand. So, this is  
20 Felipe Martin.

21 CHAIR MACOMBER: Yes.

22 MR. MARTIN: We had talked about needing a  
23 separate classification for our custodians due to the  
24 fact of what they actually are required to do and where  
25 they're working, instead of the regular classification.

1 Where did that ever go?

2 MR. FISHER: If -- do you want me to go in to  
3 detail?

4 MR. DAVIDSON: Sure, we might even want to  
5 bring Debi over here a little bit on that.

6 MR. FISHER: Sure. This is Randy Fisher, I  
7 can kind of start off then Debi can do it. Initially  
8 there were actually two classifications with custodian,  
9 it was called a CF class. And then the miscellaneous  
10 class. One of them worked on the correction side and  
11 one of them worked on the miscellaneous side, which is  
12 general services and those.

13 CalHR, a few years ago, did a classification  
14 study and decided to blend them together into one actual  
15 series. At that point in time, they believed -- that  
16 was at the time when CalHR was trying to broadba-- or  
17 reduce the number of classifications.

18 Now we recognize that was a problem at the  
19 time, but CalHR does have that full authority to do  
20 those things. Debi does have some plans for moving with  
21 the custodians in the future, I'll let her talk about  
22 that.

23 MS. KAMAKANI: Thank you, Debi Kamakani, AGM  
24 of Administration. What we've recently done is  
25 connected with CalHR. As most of our board members are

1    aware, we've had some efforts that didn't make it very  
2    far previously.

3               However, about three weeks ago we met with one  
4    of the actual managers at the CalHR PMD division. And  
5    after reviewing our most recent proposal, she has  
6    indicated that she is in support and has passed it to  
7    the next level of review at CalHR, which is further than  
8    we've made it historically. What our proposal was for  
9    was to add -- while we can't create an additional  
10   classification any longer since it was taken away, we've  
11   requested that they add an alternate range for CALPIA  
12   custodians that are working in a correctional setting.  
13   And they're actually looking at potentially allowing it  
14   for veterans, Department of Veteran's Affairs and a few  
15   other state hospitals type of custodian positions.

16              So, they do recognize now that there is a  
17   different level of work expected of our custodians, and  
18   the reason that it's been forwarded to their costing  
19   division at CalHR, although we financially don't report  
20   to the Department of Finance, because these other state  
21   agencies that they are considering bringing into this  
22   pay differential or alternate range criteria do fall  
23   under finance, they just want to cost out what it would  
24   cost for each position.

25              We expect that we should get some type of

1 response back from them hopefully by the end of this  
2 month. And if not, we'll follow up in November. They  
3 are starting to prepare for bargaining, so we understand  
4 they have a little bit of a heavier workload at this  
5 point. But this is further than we've made it with  
6 CalHR so we are very hopeful.

7           What they also indicated to us during our  
8 discussions is that there have been a number of concerns  
9 with inmate worker supervision pay, and confusions of  
10 how to authorize that. And so, one thing they're  
11 looking at is, we requested a 20 percent differential.  
12 We wanted a 20 percent raise for our custodians on top  
13 of their base salary in this alternate range.

14           And what this particular employee is  
15 recommending at CalHR is a 15 percent differential with  
16 ISWAP going away, and then just lumping it into this  
17 alternate range criteria so we get to the 20 percent we  
18 were asking for and we don't have to key a separate pay  
19 for their inmate supervision so it would solve an  
20 additional problem that we've experienced as well.

21           MR. MARTIN: Thank you very much for the  
22 update, Debi. I appreciate that. I'm glad to hear --

23           MS. KAMAKANI: Absolutely.

24           MR. MARTIN: -- things are moving forward,  
25 we've gotten further than we have before, so.

1 CHAIR MACOMBER: Alright. Thank you,  
2 everyone. As a reminder, this is Chair Macomber by the  
3 way. As a reminder, if any member of the public would  
4 like to make a comment regarding this item, please have  
5 a state a request form filled out and come forward and  
6 state your name and affiliation.

7 For any member of the public who is in virtual  
8 attendance, please either dial star-nine if you are  
9 calling in, or enter your comment in the chat function  
10 via the webinar. Our media organizer will place you in  
11 order and will call on your name and or the last four  
12 digits of your phone number when it is your time to  
13 speak. Please state your name and affiliation so that  
14 we can make a note in our records.

15 We have no public comments at this time. Is  
16 there a motion to approve Action Item A?

17 MR. JENKINS: So, moved. Mack Jenkins, Board  
18 Member.

19 SECRETARY MARION: Is there a second?

20 MS. DAVISON: Second.

21 SECRETARY MARION: And who is it?

22 MS. DAVISON: Dawn.

23 SECRETARY MARION: Who was the initial second?

24 MS. DAVISON: Dawn.

25 MR. QUANT: Carlos Quant.



1 MS. DAVISON: Sorry.

2 SECRETARY MARION: Okay, perfect.

3 Okay. At this time, I will call a vote.

4 Starting off with Member Aghakhanian?

5 DR. AGHAKHANIAN: Aye.

6 SECRETARY MARION: Member Davison?

7 MS. DAVISON: Aye.

8 SECRETARY MARION: Member Jenkins?

9 MR. JENKINS: Aye.

10 SECRETARY MARION: Member Martin?

11 MR. MARTIN: Yes.

12 SECRETARY MARION: Member Quant?

13 MR. QUANT: Aye.

14 SECRETARY MARION: Vice Chair Singh?

15 CHAIR MACOMBER: Maybe a thumbs up?

16 SECRETARY MARION: Yeah. Vice Chair Singh,

17 could you give us a thumbs up or a thumbs down?

18 Mr. Singh, could you hear us?

19 We'll move on to Chair Jeff Macomber?

20 CHAIR MACOMBER: Aye.

21 SECRETARY MARION: At this point we have

22 motion passes. Looks like we have six ayes and one

23 abstain.

24 CHAIR MACOMBER: Well, thank you. We will now

25 move on to Information Item A., Mr. Davidson?

1           MR. FISHER: So, if I may, if you don't mind?  
2 Randy Fisher again. I just wanted a quick moment to  
3 have a personal discussion with all of you of the Board  
4 and members. As I'm sure you are now aware, because Mr.  
5 Davidson introduced it, I am now, after 30 years of  
6 state service, have decided to retire. My wife is also  
7 retiring in June, and we are planning many trips and  
8 spending time with our new grandchildren, which was also  
9 mentioned.

10           But before I leave, I wanted to share a few  
11 things with the board. I have worked for over seven  
12 different departments during my tenure starting with  
13 Departmental Services, Food and Agriculture, Department  
14 of Education, CalHR, CDCR, and finally with CALPIA. All  
15 of these have been very rewarding experiences. That  
16 being said, CALPIA truly has been a highlight. This  
17 organization, its mission, and especially the staff have  
18 made working here the most fulfilling and best part of  
19 my career.

20           In the seven departments I have worked for, I  
21 have had the pleasure of meeting many outstanding civil  
22 servants. But once again, within CALPIA have never been  
23 seen any more dedicated, professional, caring group of  
24 individuals who truly care about what this organization  
25 does every day and its potential for the future. As

1 many of you are aware, this organization has had many  
2 challenges over the last few years, COVID being just one  
3 of them. But the people in this organization have  
4 carried on through these challenges and have always kept  
5 our mission at the forefront, which is to give the tools  
6 and opportunities to individuals so they can make their  
7 lives better.

8           Each member of your executive team, Nicole  
9 Collins, Suzie Changus, Ray Meek, Rusty Bechtold,  
10 Michele Kane, Debi Kamakani, Natalie McCorkle, Zoe  
11 Burton, and Melinda Marion, and of course your General  
12 Manager Mr. Davidson, are a fantastic group of  
13 individuals. They're dedicated, and they -- and I have  
14 been honored to be able to work and learn and partner  
15 with each of them to continue the success of this  
16 organization.

17           To each of you on the board, I would also like  
18 to comment on your efforts and dedication to this  
19 organization. I thank you for your efforts in assisting  
20 in defeating of AB 1089, which we spoke about earlier,  
21 and saving our optical program. This was no small feat.  
22 I firmly believe that if this legislation had passed,  
23 the next piece of legislation would be aimed directly at  
24 the heart of this organization. You have earned the  
25 respect of the employees of this organization, and I

1     thank you again.

2                 As a final note, I am retiring and my last day  
3     in the office will be November 18<sup>th</sup>. I have no  
4     intentions of additional employment other than spoiling  
5     my grandchildren. That being said, if you ever need a  
6     volunteer or an advocate for this organization, please  
7     do not hesitate to give me a call and I will be there.  
8     Thank you very much.

9                 UNIDENTIFIED SPEAKERS: Thank you.

10                MS. DAVISON: Thank you, Randy. We'll miss  
11     you.

12                CHAIR MACOMBER: Thank you very much, Randy,  
13     for your service.

14                MR. FISHER: Thank you.

15                MS. DAVISON: I hope we're going to plan an  
16     offsite retirement party paid by each person that  
17     attends.

18                MR. MARTIN: I'm going to step up to the bat.  
19     I've got a winery in the event center, and I would be  
20     more than willing to donate it to this wonderful cause.

21                CHAIR MACOMBER: You want to take him up on  
22     that.

23                (Laughter)

24                MR. FISHER: Greatly appreciated.

25                MS. DAVISON: You go, Felipe.

1 MR. FISHER: Thank you very much, I appreciate  
2 it.

3 CHAIR MACOMBER: So just (AUDIO CUT OUT).

4 MR. AGHAKHANIAN: Randy, I just wanted to also  
5 congratulate you. You know, continue our friendship, I  
6 think that's very --

7 MR. FISHER: Thank you all very much.

8 MR. AGHAKHANIAN: -- important. Thank you.

9 MR. FISHER: --aving an event and I will send  
10 the invitation out to you folks if you happen to have  
11 time. So, thank you very much.

12 MR. MARTIN: Would love to attend. Thank you.

13 MR. AGHAKHANIAN: The video's getting choppy.  
14 We need to get a new camera for the meetings. Quick  
15 question, when is the November meeting going to happen  
16 in Folsom? Do we have a date?

17 SECRETARY MARION: December.

18 MR. DAVIDSON: It's December.

19 MR. AGHAKHANIAN: I mean December.

20 MR. DAVIDSON: And we will get a date out  
21 soon.

22 MR. AGHAKHANIAN: If we can -- if I just --  
23 personal preference, if we can avoid Thursdays, because  
24 you know I have my school board meetings on Thursdays.  
25 So, it's difficult for me to travel. Thank you.

1                   CHAIR MACOMBER: This is Jeff Macomber again,  
2 thank you everyone for your comments. We're going to  
3 move on to Information Item A.

4                   MR. DAVIDSON: Great. And here to present  
5 Information Item A is Suzie Changus, our Chief Financial  
6 Officer.

7                   MS. CHANGUS: Good afternoon, Board Members.  
8 Thank you for joining us. It's very difficult to follow  
9 that, Randy will be missed. But he mentioned a couple  
10 things that I think are worth noting. The dedication of  
11 staff in this agency, and not just civil service,  
12 incarcerated individuals, their work. People are  
13 incredibly dedicated to what we do, and they're  
14 committed, and they see the value in the effort that  
15 we're putting forth, and they continue to move this  
16 agency forward. So, I get to enjoy the fun of that in  
17 relation to the strategic plan.

18                   So, I wanted to give you an update of how  
19 things have gone in the past couple of years and what  
20 we're working on right now. So, we started this plan, I  
21 think I won't go into all of it, but we started this  
22 plan in 2020 with the intention of it being a three-year  
23 iterative plan from 2021 to 2024. We took a different  
24 approach. We gather feedback at every level of this  
25 agency, we've been doing that now -- this is our third

1 year of engaging in that feedback.

2           And we've learned a lot. Some things have  
3 worked really well, some things we've had to modify.  
4 But thankfully, because this agency has been open to  
5 allowing us to tackle the plan in that fashion, we've  
6 been able to take the lessons we've learned and adapt  
7 them immediately to help move the agency forward.

8           So, this past year we spent some time  
9 reviewing how the phase 1 deliverables that we outlined  
10 -- how they worked, how successful we were, things what  
11 we're not able to get over the line, what the reasoning  
12 was and what we needed to do about it. So last year, we  
13 tackled 21 milestones, so 21 individual initiatives that  
14 we were hoping to accomplish. We were successful with  
15 17 of those. And the four that were remaining were  
16 heavily impacted because of COVID and some other  
17 elements, but all of them were moved into this year's  
18 set of objectives. So, they're all things that we still  
19 want to accomplish and are still working to accomplish  
20 and a bit of a delay on them, but still things for us to  
21 accomplish this year.

22           So, in looking at this year, the feedback that  
23 we gathered last year, we chose to align 25 total  
24 milestones, including those four that were moved. I  
25 think we really learned a lot about our capacity and

1 (AUDIO CUT OUT), so that's something that we're looking  
2 at. We'll see how this year goes; we'll treat it the  
3 same way.

4 All of our milestones are very measurable. We  
5 track them every quarter, so we're able to really see  
6 how we're doing more (AUDIO CUT OUT). And really, I  
7 spoke a little bit about the adaptability. We had nine  
8 initiatives originally outlined for this year when we  
9 first started the projection. And we were able to shift  
10 and redirect some of those.

11 And some of the things that we chose not to do  
12 this year, or that we chose to push off to Phase 3 were  
13 really based on the strategy and the direction that the  
14 agency needs to go based on the new feedback that we  
15 received, and the feedback about how we'd been doing.  
16 So, I think that approach is really helping us to move  
17 forward and really, every year, understand what's going  
18 to continue to move this agency forward as opposed to  
19 having a three-year or potentially a five-year cycle or  
20 a lull between really looking at the strategy of the  
21 organization. So, that's very exciting.

22 So currently, we are working on our  
23 institution visits. We are slotted to do eight visits.  
24 We've actually already done Folsom. But eight visits  
25 throughout the state of California, down to RJ Donovan,



1 up to Pelican Bay and multiple stops in between.

2           We are also interviewing Kenyatta, whom you  
3 got to hear a lot from earlier. We're excited to have  
4 him on our staff. Really want to get some of the  
5 information and understanding for those that were  
6 formerly incarcerated that have become our success  
7 stories. Timothy Jackson, who was here earlier speaking  
8 at our graduation and tons of kudos. He's spoken at a  
9 prior one, and really, the impact that he has on those  
10 incarcerated individuals is kind of immeasurable. So,  
11 it's -- it'll be exciting for us to get some feedback  
12 from them this year and really understand how the  
13 programs, and what the agency can do, can continue to  
14 move us forward.

15           Another piece we're tackling this year is the  
16 Governor's initiative, the Embedding Equity Initiative  
17 that was an Executive Order proposed, I believe, a  
18 couple of months ago. We're really looking at some of  
19 the actions and such that are outlined in that, and how  
20 we can align that with our current strategic plan. A  
21 lot of our initiatives do align with, you know, trying  
22 to succeed in equity areas and diversity and how we  
23 basically provide that across the board. And so, we'll  
24 really be taking a look at how we can truly outline and  
25 pinpoint those measures and make sure that we're

1 thoroughly addressing the equity initiative as well.

2           And then, we'll basically commence our  
3 interviews like we have the prior two years at the end  
4 of the year. We'll bring all that data back, categorize  
5 it, action it, figure out what we need to do for the  
6 following year, and make those recommendations to our  
7 executive team and the Board early in 2023, and then  
8 spend that final year tackling that Phase 3 and really  
9 figure out how we continue to move forward, where we  
10 need to continue to modify. But we continue to attack  
11 strategy every year, and really in a very iterative and  
12 thorough fashion to make sure we bring everyone to the  
13 table and make sure we hear every voice.

14           So, with that, that is the update for the  
15 plan. But certainly, appreciate the interest that we've  
16 gathered from it. And if you have questions in the  
17 meantime don't be shy, please. We're happy to answer  
18 questions. But we'll be looking forward to providing  
19 another update early next year. Questions, yes?

20           MR. JENKINS: Mack Jenkins again, Board  
21 Member. Thank you, Suzie, for the presentation and the  
22 update. And I really, first, what to compliment you and  
23 all of the staff that have worked on this. Because I  
24 know how hard you have worked on this. And I am one who  
25 believes that strategic planning in any organization is

1 really, really important. And it's important to do  
2 really well because strategic planning is often done  
3 very poorly, in my experience.

4 Strategic planning can be nothing more than an  
5 exercise or a chore that takes the organization nowhere.  
6 So, I really want to compliment you on the effort to  
7 engage and do these interviews, and then do something  
8 with that information, because that makes all the  
9 difference in the world. And I know how hard you work  
10 at that. I know personally how hard you work at that.

11 So, I just think you know that's my message to  
12 you and to all of the staff and to the other board  
13 members. Strategic planning is what we make it. It's  
14 got to be -- people have to value it. If you value a  
15 mission and you value what you say you want to do, then  
16 there needs to be the effort to see if we're on point  
17 with it, and if there are objectives -- reasonable  
18 objectives to take into the mission. And that's what  
19 you've been about. So -- and I'm happy to continue to  
20 support it from my position. So, I just wanted to share  
21 that.

22 MS. CHANGUS: Thank you, you've been a huge  
23 help. Thank you, appreciate that.

24 CHAIR MACOMBER: Thank you, Suzie.

25 MS. CHANGUS: Thank you.

1                   CHAIR MACOMBER: We will move on to  
2 Information Item B, Mr. Davidson?

3                   MR. DAVIDSON: Great, speaking of -- to use  
4 Mr. Jenkins' term, getting information and doing  
5 something about it, here to present Action Item B is  
6 Assistant General Manager Debi Kamakani.

7                   MS. KAMAKANI: Thanks. Good afternoon, again  
8 -- Chair Macomber, Board Members and all of those in  
9 attendance. I wanted to just take a few minutes to  
10 provide an update. At our last -- at our previous board  
11 meeting, Mr. Davidson indicated that the department was  
12 going out to do an employee engagement survey. We  
13 understand that because of the changes over the last two  
14 and a half years with COVID and changes in executive  
15 leadership throughout the department, changes in  
16 leadership, that it was time for us to touch base with  
17 our employees and see how they were doing.

18                   So, we sent out a survey, 25 questions with  
19 seven topics that were centered around communication,  
20 wellness, relationships, our mission, opportunities for  
21 advancement and growth, performance, and then another  
22 category. All told, out of 1,037 employees at the time  
23 the survey was distributed, we received 220 results,  
24 which is a 21.2 percent response rate -- which,  
25 comparatively to industry standards for surveys is an

1   excellent response rate.

2               One of the reasons that we believe that we got  
3   such a great response, is we truly made this an  
4   anonymous survey. We were not able to track where the  
5   responses came from or who they came from, which gave  
6   our staff, our employees, the ability to really give us  
7   true answers and speak their minds, good, bad, or  
8   otherwise.

9               Some of the key items of interest that we got  
10   out of those results, is that employees really crave  
11   more open dialogue and communications. Not just with  
12   their supervisor, but between locations, between central  
13   office and the field, and even between institutions.  
14   They're looking for networking, and they're looking to  
15   build those relationships outside of their immediate  
16   team. We also found that employees seek more awareness  
17   and support for emotional wellness issues and the things  
18   that people have been going through in the last two and  
19   a half years.

20              They're interested in additional support for  
21   building healthy working relationships with their peers  
22   and their subordinates. And the overwhelming majority  
23   of respondents really feel that they do have a direct  
24   impact on CALPIA's success, the success of our mission.  
25   Newer employees commented -- commended the onboarding

1 and the new employee orientation process.

2           We did get some feedback that employees need  
3 more guidance on career building, how to build their  
4 careers. And ultimately, our responses show that  
5 employees are very proud of our ability to pivot in  
6 times of crisis over the last two years with changes  
7 we've gone through.

8           Once we received all of the results of the  
9 survey, those results were analyzed. What we actually  
10 did was we sorted them into those seven buckets based on  
11 the questions. And then we compared the suggestions  
12 that we got to our strategic business plan, our section  
13 plan, and our work force plan, because it was important  
14 that we didn't have any duplicate efforts. We didn't  
15 need two groups working on the same goals. And so, in  
16 conjunction with Suzie and her team, we analyzed and  
17 broke out any tasks or action items that were identified  
18 that had already been identified in another plan.

19           Once we were finished, we did come up with  
20 four areas of actionable items that we identified. The  
21 first area being to increase the open, direct  
22 communication between central office and field  
23 locations, in the sense of more in-person meetings, more  
24 increased central office visibility in the enterprises  
25 and vice versa. And then, to also just overall assess

1 the additional methods of communication that we can use  
2 in the agency.

3 Our second action item is greater access to  
4 information on professional development. The survey  
5 made it very clear to us that while we have a lot of  
6 tools available for upward mobility, training and  
7 development and other items of development, staff really  
8 don't know where to look for that. So, we've agreed  
9 that we need greater advertisement on our upward  
10 mobility program, and our classification specific  
11 training plans, as well as modernization of in-person  
12 training topics. We realize we've been training on some  
13 topics for quite some years, and time to refresh that.

14 We've also identified that there's a need for  
15 improved emphasis on employee wellness. And so, our  
16 human resources shop is assessing the viability of  
17 creating a CALPIA employee wellness program. We've  
18 already reached out, and we're partnering with CDCR to  
19 see what programs they have, and we'll be looking into  
20 that.

21 And then also, increasing awareness on the  
22 Disability Advisory Committee CALPIA has. The  
23 Disability Advisory Committee was started in 2018, and  
24 we've realized we need to increase marketing and  
25 awareness for that.

1           And then finally, the action item identified  
2   was to increase employee recognition and engagement.  
3   Our employees have stated to us that they clearly want  
4   to have their voices heard, and they want to be  
5   recognized. They want to know when they're doing a job.  
6   They do feel that they themselves are performing well,  
7   and they'd like to hear that.

8           After we identified all of the action items on  
9   August 31<sup>st</sup>, we actually in full disclosure and  
10   transparency, sent an action item list and a memo out to  
11   all CALPIA and the board members explaining what action  
12   items we've come up with and what the results of the  
13   survey were. And employees were very interested to know  
14   how the survey went, and whether or not we would be  
15   taking items on those.

16           Since we did send that out to the department,  
17   we will be providing status updates on the efforts to  
18   the General Manager periodically, of course, and the  
19   board. And then, since we distributed that and  
20   identified these action items, since August 31<sup>st</sup> I just  
21   wanted to share some of these small successes we've had  
22   with this engagement survey efforts, and then to let the  
23   board know that we intend to administer an employee  
24   engagement survey similar to this every other year.  
25   That gives us a year to assess and establish goals, a



1 year to start accomplishing those goals, and then we  
2 reassess, and this will be an ongoing effort.

3           So, since the initial distribution of our  
4 goals, human resources has already distributed state  
5 library information to employees on how to get a state  
6 library card. There was a lot of very positive reaction  
7 to that. We've also assigned an individual within our  
8 workers comp section to begin looking at a health and  
9 wellness program working with CDCR.

10           We've already redesigned and increased  
11 marketing for our career development training, our  
12 training plans, and our other educational options.  
13 We've already sent four different tours of newer  
14 employees who have never been to an institution out to  
15 local institutions so they can see how their job affects  
16 the institution level. And our administrators and staff  
17 at those institutions have expressed gratitude for that,  
18 to get to know the people who are working at central  
19 office that will affect them.

20           And then finally, we did a full-blown  
21 assessment of our new employee orientation curriculum.  
22 Of course, that's the new curriculum that was just  
23 released in 2020. We worked with them and went through  
24 all of our feedback we've received over the last two and  
25 a half years, and then partnered with our field

1 operations staff. We are about 65 percent done with new  
2 employee orientation curriculum updates, and the new  
3 curriculum will be rolling out and released earlier in  
4 January of 2023.

5 The feedback we received on our orientation  
6 was that folks did appreciate learning a lot about how  
7 to work within a CDCR environment, but they do crave  
8 additional curriculum on how they can personally  
9 positively impact the incarcerated workforce in  
10 performing their duties. And so, we're inputting more  
11 of that type of positive reinforcement curriculum into  
12 our new employee orientation.

13 In closing, as I mentioned earlier, the  
14 executive team understands the impact of the last two  
15 years. We remain committed to continuous improvement at  
16 all levels of the organization. With that, I will open  
17 to any questions.

18 SECRETARY MARION: Let it show Member Davison  
19 had to leave, she left a comment. "I had one comment  
20 for the employee engagement survey. I think the first  
21 line supervisor's training academy would be a good  
22 suggestion."

23 MS. KAMAKANI: I do appreciate that  
24 suggestion, and I will share with the board that the  
25 curriculum for our CALPIA mandatory leadership academy

1 is about 80-90 percent done, and that will be rolling  
2 out in January as well. That actually ties into the  
3 strategic business plan, which is why it's not mentioned  
4 here, is because it would have been a duplicate effort.

5 MR. JENKINS: Mack Jenkins again. I have  
6 something to say. So --

7 MS. KAMAKANI: That's why we love you.

8 MR. JENKINS: -- but I don't want to, because  
9 I want to echo Dawn's comment. One, it's an excellent  
10 report. But the focus towards a leadership academy like  
11 that -- agencies have done that around, frankly around  
12 the country to great benefit. And I know specifically  
13 that probation departments around the state worked  
14 together to do a state-wide academy for first-line  
15 supervisors. And what they did is they would all work  
16 together and send, once a person was promoted to a new  
17 first-line supervisor position, they collaborated on the  
18 curriculum. And it was a two-week long program, and  
19 that program exists to this day. And it's returned  
20 tangible, measurable benefits to the agencies when you  
21 invest in that level of leadership. So, I was just  
22 throwing my support around that.

23 MS. KAMAKANI: Debi Kamakani, AGM. To pin a  
24 tag on to what you said, when we started developing and  
25 deciding what curriculum needed to be included in that

1 leadership academy, and we started working on this about  
2 a year and a half ago, we went through a lot of the  
3 comments and feedback provided by our incarcerated  
4 workforce during the strategic business planning  
5 sessions. Suzie was able to share that with me, because  
6 it was important to me that when we say leadership, it's  
7 not just leading our civil service staff, but also  
8 leading our incarcerated workforce. And so, it was  
9 important that we capture what they need to see in their  
10 leaders as well. So, that will all be incorporated into  
11 that curriculum.

12 MR. JENKINS: Excellent.

13 CHAIR MACOMBER: One comment from me, this is  
14 Jeff Macomber. I think when we're talking about  
15 employee wellness, you know, the department CDCR as a  
16 whole, is starting to kind of dip our toes into some of  
17 the Norway Model which we're calling the California  
18 Model, which I think it would be good to make sure PIA  
19 stays kind of involved in that, and that we, you know,  
20 kind of grow in the same direction. And I think that  
21 also fits into some of the efforts you're doing here.

22 MS. KAMAKANI: Absolutely. Thank you.

23 MR. DAVIDSON: Thanks, Debi.

24 CHAIR MACOMBER: We'll move on to Information  
25 Item C, Mr. Davidson.

1                   MR. DAVIDSON: I want to invite Rusty  
2   Bechtold, our Assistant General Manager for Workforce  
3   Development

4                   MR. BECHTOLD: Good afternoon, everyone, Board  
5   Members, Chair. Thank you for having me today in  
6   regards to discussing Item C in your binder. Since our  
7   last previous report on 6/28, I introduced myself as the  
8   Assistant General Manager of Workforce Development  
9   branch for CALPIA. I am the representative for the  
10   subcommittee for the incarcerated individual  
11   employability subcommittee.

12                  I'd like to recognize the members Dawn  
13   Davison, Mack Jenkins, and Troy Vaughn, who are also a  
14   part of that subcommittee. As we've been meeting since  
15   June, we felt that the items that have come up over time  
16   since June that felt needed an update to the board, that  
17   they way that we've made some tremendous success in  
18   regards to what we were working on.

19                  The subcommittee's purpose was overseeing  
20   CALPIA's methods and actions of transitioning  
21   incarcerated individuals into successful meaningful  
22   employment was our goal. I have four updates from the  
23   subcommittee that we wanted to talk about today of where  
24   things stand in regards to that.

25                  The first one, is the transition to employment

1 process. We have a questionnaire that the incarcerated  
2 individuals take home, transition documents updated to  
3 current employment standards on documents provided the  
4 individuals. We were provided policy procedures to  
5 maximize a service to all transitioned individuals. Our  
6 goal is to offer these services to 100 percent of our  
7 PIA nominated individuals that qualify for this  
8 transition process.

9           In that, we've also completed -- which I have  
10 some samples here for the board members and if the ones  
11 that are not, I can send them to you. We've completed  
12 the QR code transition contact cards. It's to aid in  
13 the electronic distribution and easier contact to our  
14 incarcerated folks once they're released, so that they  
15 can get the information when they're released, they can  
16 call and ask CALPIA for help with the fact that they  
17 didn't take them with them, or they lost them.

18           We're already noticing an increase in our  
19 contact. That IEP already between family members and  
20 ones that are released of calling and asking for that  
21 information. So even within the short period of time  
22 that we're using those we're noticing a difference  
23 already.

24           Partnerships to employment transitions.  
25 Establish contact with DAPO in San Diego County. We've

1 worked very hard in regards to offering our transition  
2 services and our information to the Division of Adult  
3 Paroles and County Probations. And on that particular  
4 front, we've made several great partnerships. We've  
5 been in contact with DAPO, and matter of fact this week  
6 I just got a report that we've gotten our first  
7 transition packet to an agent, and that agent has  
8 presented that to that transitioned individual in LA  
9 somewhere. So, it's already working, and already in  
10 play.

11           We've made contact with San Diego County  
12 Probations, and we now have a contact that's waiting for  
13 their first transitioned individual to go to San Diego  
14 County. So, we're -- we've made good strides, we've got  
15 a long way to go, but I think we've cracked that egg,  
16 and we can get, you know, our transition docs out to  
17 where it needs and that's in the hands of the probation  
18 and parole agents to help them in that transition.

19           One of the comments that I wanted to make is  
20 the -- one of the DAPO agents that we're working with  
21 said, "Great docs. Wish I had these when I was an  
22 agent." So, the fact that we're on the right path to  
23 get that kind of comment back really means a lot to our  
24 team in that we're headed in the right direction.

25           Number two is an update on the Prison to

1    Employment Civil Service Initiative. CALPIA is the  
2    project manager over a GovOps initiative for the  
3    offering civil service employment to the incarcerated  
4    individuals before being released. We're on the second  
5    year that I've been a part of it. We've done it a  
6    couple times before I came on. However, I just wanted  
7    to give you a brief update.

8            We've completed two so far. The first one was  
9    in Solano. There has been 23 job offers of intent to  
10   hire out of Solano. Right now, we have a total of five  
11   in the process. Two are actually working with CalTrans  
12   already, and one just got issued a perm full-time  
13   position less than a week ago. So, the program is  
14   working in regards to Solano.

15           Just recently, the CCWF at the women's facility,  
16   we've completed an event there at that location. We  
17   started with 50, we worked our way to eight women that  
18   interviewed with CalTrans, and we're waiting for  
19   CalTrans to issue those letters of intent to hire any  
20   day now. They said they're drafting the letters now, so  
21   we hope to be offering letters to those women at CCWF at  
22   any time.

23           There's one quick story I just wanted to share  
24   about the CalTrans event that I thought was important  
25   about CALPIA and our mission and the work that we do



1 here, and it came at the end of the interview process  
2 from one of the CalTrans workers that came down to do  
3 the interviews. And he got us all together and he said  
4 I just wanted to talk about the interview process. And  
5 I wasn't sure what he was going to say, and he just  
6 said, "You know, I showed up today never coming to a  
7 prison before, never interviewed incarcerated  
8 individuals, and I really was having low expectations  
9 and really didn't think this was going to work out."

10           There was a long pause in the room. And all the  
11 sudden he come and says, "I'm converted. This was the  
12 best experience that I've ever had in my entire life  
13 working for CalTrans." He said, "These individuals were  
14 prepared, they interviewed well, I was just blown away  
15 about the experience that I had with the eight women  
16 that were there at that institution interviewing for a  
17 CalTrans job." And he says, "I don't know what to say  
18 about the other individuals in my group or how they  
19 thought." And they instantly chimed up and said, "We  
20 just had a hiring event several weeks ago, and these  
21 individuals that interviewed would have been in the top  
22 10 percent of our interviews."

23           So, in regards to what's going on inside the  
24 institutions and what we're doing, really shows off in  
25 that comment. I just wanted to share that with

1 everyone. Those individuals that were at Solano are  
2 going to the Bay Area and Northern California. The  
3 women at CCWF are going to be going to LA, San  
4 Bernardino, Riverside, San Diego area.

5           Number three is the E2E Network, which is also  
6 our employment -- our Entry to Employment Network. It's  
7 electronic software connected to CalJOBS on EDD. Mother  
8 Lode developed the process in a grant program. We just  
9 picked up on it and have actually expanded upon that,  
10 and CALPIA has now actually executed a contract with  
11 GeoSolutions that has actually developed software that  
12 will allow us to have incarcerated individuals again,  
13 apply for a job before they're released.

14           So, through a secure software setting inside,  
15 through the transition process that I described earlier,  
16 they'll be allowed to have a possibility of being  
17 offered a job, get a job interview, or have a  
18 conversation with somebody that's willing to employ them  
19 prior to ever being released. So that way, when they do  
20 get released, they got some place to go immediately to  
21 find meaningful employment instead of getting out and  
22 then wandering around and trying to find their way.

23           So, we actually have a contract in place for 14  
24 CALPIA locations over a two-year contract for the  
25 initial pilot phase. We're currently in a data sharing

1 agreement negotiation process with EDD. We hope to have  
2 that negotiated very quickly, since we have the contract  
3 with GeoSolutions and can move forward either at Folsom  
4 and at Central office as our initial startup location.

5           And finally, an update from the University of  
6 California Irvine. We plan on entering Phase 2 of our  
7 recidivism study that they're going to be taking the  
8 same data that we received from a year ago in our  
9 recidivism study, that they're going to do a deeper dive  
10 and look at the enterprises in which those recidivism  
11 numbers are correlated to. So that way we can take a  
12 much deeper look at what enterprises are working the  
13 best, which ones are working the least, how can we  
14 improve each one based upon enterprise.

15           So, that way if HFM is doing something right and  
16 our manufacturing operation can learn something from  
17 HFM, hopefully we can figure that out and improve our  
18 recidivism based upon enterprise location. So, we hope  
19 to have that by the end of next fiscal year, to have  
20 that data done by UCI. We just about have a contract  
21 ready to be executed at any time.

22           That completes my summary of the subcommittee.  
23 Unless any of the board members that are on my committee  
24 had anything further to add?

25           MR. JENKINS: Mack Jenkins again. And as I'm on

1 the committee, I just want to say a couple things. One,  
2 compliment you as well, Rusty, because the - I'm not  
3 sure everybody appreciates the accomplishments that  
4 you've just talked about. Having been on this board for  
5 a period of time, and some of the inroads that are being  
6 put in place to facilitate the release to employment for  
7 incarcerated persons, it's really very significant. And  
8 I just compliment you for the work that you put directly  
9 there.

10 MR. BECHTOLD: Thank you.

11 MR. JENKINS: Especially with down in San Diego  
12 with folks, DAPO, and the Probation Department. And I  
13 know, from our meeting with the probation chiefs and the  
14 general manager who will support this, one of the real  
15 important issues there was PIA's ability to  
16 differentiate from the incarcerated persons parole, from  
17 PRCS.

18 For a lot of people that means nothing. But for  
19 DAPO and for Probation Department, it means everything.  
20 And so, without the ability to do that, or -- the job is  
21 just made that much more difficult. But I understand  
22 we've made some progress there, and we can do that. And  
23 that's a big deal, it's not a little deal. And I just  
24 compliment you both for the efforts to kind of move  
25 forward in that way. Because, the ongoing engagement

1 with CPOC, having that ability and what was starting in  
2 San Diego and LA and whatever, will make easier the  
3 ability to take that to a larger scale. So, it's just,  
4 it's really significant. I just have to say something  
5 because I'm not sure that it's as appreciated as I think  
6 it should.

7 And on the recidivism study, obviously I think  
8 I'm very excited about that. Because, as you described,  
9 that will give that much more information, and policy  
10 decisions can be made from what we've learned from that  
11 second round of that study. That will also lead to  
12 improvements so more people get employed for longer  
13 periods of time and that much more success.

14 MR. BECHTOLD: Thank you.

15 CHAIR MACOMBER: Thank you. We'll move on to  
16 Information Item D.

17 MR. BECHTOLD: Thank you.

18 CHAIR MACOMBER: So, you'll have it again.

19 MR. BECHTOLD: Rusty - Rusty will stay here.

20 Rusty Bechtold, Assistant General Manager, Workforce  
21 Development of CALPIA. I'm going to be reporting on the  
22 Workforce Development statistics. Please refer to  
23 Information Item D in your binders.

24 CALPIA regularly reports to the board on  
25 industry employment program statistics. We haven't done

1 that in a while, probably a year or so. We put this in  
2 today's agenda so we could report out from a bigger  
3 perspective. I'll be providing information on the  
4 following topics: accredited certifications,  
5 apprenticeship programs, transition to employment, our  
6 essential skills for the workforce workbook process, and  
7 finally, our lost hours.

8 I will be providing updates for fiscal year - on  
9 a fiscal year basis instead of on a quarterly year basis  
10 to show you over the last three years between 2021 back  
11 to 2019 so you can see where we were at prior to COVID-  
12 19, during COVID-19, where we're at now, and hopefully  
13 can see a trajectory of where we're trying to go with  
14 this.

15 Our accredited certifications and our industry  
16 employment program tracks accredited certification data  
17 for all CALPIA incarcerated individuals. These  
18 certificates are bestowed by nationally recognized  
19 organizations and companies to the incarcerated  
20 individual who completes all the requirements for their  
21 respected certifications.

22 Currently, CALPIA offers 134 unique accredited  
23 certifications state-wide in our programs. In fiscal  
24 year 21-22, there were 9,320 incarcerated individuals  
25 enrolled in our accredited certification courses, and

1 8,656 were successfully closed. The closed account  
2 accredited certifications in 21-22, we kind of grouped  
3 them through the following categories: 63 percent of  
4 them were successfully completed, while 37 percent were  
5 not.

6 The number of enrollments and closures are  
7 increasing again since the onset of COVID-19. In 2021,  
8 they did show a significant decrease from the previous  
9 year enrollments and closures due to COVID-19 lockdowns  
10 and modified programming. In 21-22, many factors  
11 returned to operation and incarcerated individuals were  
12 able to resume working in CALPIA programs again in a  
13 limited capacity. Then, the IEP participants --  
14 anticipates that the number of accredited certifications  
15 and closures to continue an increasing trend.

16 On the apprenticeship program, which is a very  
17 important topic for us because that seems to be  
18 important to all of us to get more apprenticeship  
19 programs, just like in today's graduation. We had 1,684  
20 that were registered into a state apprenticeship program  
21 during the fiscal year 21-22, which is an increase of 72  
22 percent from the year previous, so we're heading in the  
23 right direction in regards to where we came from. 338  
24 have been awarded an apprenticeship completion  
25 certificate by the Department of Apprenticeship

1 Standards, or DAS during 21-22. This was a decrease  
2 from the previous year; however we think that that's  
3 likely due to many of the incarcerated individuals  
4 paroling before they can actually complete the number of  
5 hours that's required for them to get that  
6 apprenticeship. I do want to remind though, that they  
7 can take those hours with them and continue that process  
8 and earn that apprenticeship at some other time.

9           The Transition to Employment Program, I kind of  
10 reported on that previously in our subcommittee.  
11 CALPIA, you know, again supports the incarcerated  
12 individual by providing customized employment reentry  
13 packets upon their release. The packet includes a  
14 listing of incarcerated individuals' job history, job  
15 descriptions, education, employment, resources based on  
16 county of parole, they schedule a DMV appointment, tips  
17 and tools for resume creation, and preparing for a job  
18 interview, and information on how to obtain a birth  
19 certificate and social security card.

20           We've really focused in on regards to making  
21 sure that we can get them a job. And focusing on the  
22 information they need in order to get that job is what  
23 should be in that packet. 261 transition packets for  
24 paroling CALPIA were generated last year. So far in  
25 this particular first quarter, we have 68 nominations in



1 the first quarter of this year. So last year, we had an  
2 entirely 261 and you can see the chart in your  
3 attachments in regards to the number of individuals that  
4 are available to get those, versus the number of the  
5 ones that we actually offered the program to.

6 In 2020, there was a decrease of transition  
7 packets due to the suspension of the WDC -- a temporary  
8 suspension of the WDC's, the Workforce Development  
9 Coordinators, which occurred. The WDC program has been  
10 reestablished in a limited capacity. Since then, the  
11 WDC program was reestablished, and issuance of  
12 transition packets have increased since the  
13 reestablishing of those WDC's back into the  
14 institutions.

15 We've made significant improvements to our IEP  
16 transition packets to be more focused and spot on in  
17 regards to making sure that they're focused on getting a  
18 job. And our goal is to make sure that we have 100  
19 percent of those individuals that are eligible get that  
20 questionnaire and get involved in our program, and we've  
21 made strides in our policies and procedures to do that  
22 over the next few months.

23 The next topic of essential skills for the  
24 workforce, that is something that we've just recently  
25 initiated. It's a program performed by the workforce

1 development coordinators. It commenced at 14  
2 institutions in early March of this year. And so far,  
3 as of June of 2022, the ESW program has 77 CALPIA  
4 incarcerated individuals that are currently enrolled.  
5 117 have successfully completed the program, and 28 have  
6 dropped from the program since March of this year.

7 This concludes my presentation of Item D. I'll  
8 be glad to answer any questions you may have at this  
9 time on that item.

10 CHAIR MACOMBER: Seeing none. Thank you, Rusty.  
11 We will move on to Information Item E, Mr. Davidson.

12 MR. BECHTOLD: Back to me again.

13 MR. DAVIDSON: Rusty's on.

14 MR. BECHTOLD: I'm on the hook again

15 MR. DAVIDSON: On deck again, lost hours.

16 MR. BECHTOLD: So, lost hours, Rusty Bechtold,  
17 Assistant General Manager, Workforce Development. I'll  
18 be referring to Information Item E in your binder. I  
19 will be providing updates again on fiscal year 21-22, as  
20 well as a comparison of the last three years.

21 CALPIA's lost hours began increasing  
22 substantially in third and fourth quarters, obviously  
23 due to the COVID-19 situation. Specifically, increases  
24 in custody vacancy categories continued into 2021 due to  
25 institution modified program, physical distancing

1 requirements, hindering CALPIA's ability to fill  
2 incarcerated vacancies with all CALPIA enterprises.

3           During 21-22, total lost hours began to decrease  
4 overall due to the reduction of statewide COVID-19 cases  
5 within the institution, and many enterprises returning  
6 to normal operations. Vacancy lost hours have increased  
7 primarily to the same reasons stated above, physical  
8 distance requirements, the lack of eligible incarcerated  
9 individuals available to hire.

10           In 21-22, the WDC's continued to assist CALPIA's  
11 statewide operations in filling vacancies. As the  
12 physical distancing requirements began to lift and  
13 opportunities to fill those prior vacancy positions  
14 increased. The overall impact to CALPIA's lost hours  
15 and incarcerated individuals filled assignments  
16 alongside impacted driven by COVID-19 are factors which  
17 will be continuously looked at and analyzed as we move  
18 forward in the next fiscal year.

19           This concludes my presentation on Information  
20 Item E. Unless there are any questions that I can  
21 answer at this point? Thank you for your time, and I  
22 believe that Rusty Bechtold is now done.

23           (Laughter)

24           CHAIR MACOMBER: Thank you, Rusty. We now move  
25 on to the portion of the meeting reserved for comment

1 regarding items not on the agenda.

2 MR. DAVIDSON: So, Mr. Macomber, my apology. We  
3 did have one more item. It's on the agenda, I apologize  
4 if it didn't make it on here, but an external affairs  
5 update from Michele Kane.

6 CHAIR MACOMBER: Oh, okay. I'm sorry, Michele.

7 MS. KANE: No, no worries. No worries.

8 (CROSSTALK)

9 MS KANE: It's all good. And I'll make it as  
10 short as possible. Although, I have pictures. I bring  
11 pictures. Here we go.

12 Good afternoon, board members. I'm Michele  
13 Kane, Assistant General Manager of External Affairs. I  
14 would like to highlight some important events,  
15 activities, that have taken place since our last board  
16 meeting. We have held several graduations and  
17 apprenticeship recognition ceremonies.

18 First off, I would like to thank my staff for  
19 helping me make this happen. Especially Stephanie Eres,  
20 thank you so much. I would like to show some pictures  
21 of these wonderful events. Here we go. Duh-da-duh!  
22 The first one was at Mule Creek State Prison, where we  
23 honored approximately 60 individuals. This was the  
24 first ceremony that took place in the morning hours.

25 And then that same day, bam. The second one was

1 in the afternoon. Family was able to attend, including  
2 the woman at the bottom of your screen right there.  
3 Yes, she traveled hundreds of miles all the way from  
4 Oregon just to see her brother and congratulate him.  
5 That was the first time they saw each other since COVID.  
6 A lot of happy tears, smiles. Oh, yeah. I was crying  
7 like a baby.

8 Our next graduation was held at the California  
9 Institution for Men, or CIM Chino. This one was held in  
10 August, where we honored participants in healthcare  
11 facilities maintenance, laundry, pre-apprentice  
12 laborers, commercial dive. What was most memorable from  
13 this event, and it was the biggest hit, were the success  
14 stories. As Bill mentioned, we had four gentleman  
15 return -- well, one of them of course works for us now,  
16 Kenyatta, thank you. They were able to cheer on the  
17 graduates.

18 We had Billy Pham, he's over to the left. He  
19 owns Pham Marine Commercial Diving Service in Long  
20 Beach. He was the first person I interviewed here at  
21 CALPIA many, many years ago. He employs now 20,  
22 including three formerly incarcerated. Ruben Minjarez  
23 right there in the blue, who shouldn't be wearing blue,  
24 I know, don't look, who returned home in 2009 and now  
25 works for American Marine Corporation in Los Angeles.

1 Timothy Jackson, of course, we're going to hear from him  
2 just for like 30 seconds, if that's ok, Bill, a little  
3 bit later here. He was on the other side of Bill.  
4 Jackson, of course, just spoke at our graduation here at  
5 CMC, he was a bit hit. He owns Quality Touch Cleaning  
6 Systems, he cleans biotech firms, law firms throughout  
7 Southern California.

8 And of course, you just heard from Kenyatta who  
9 paroled in 2008 and started working as an offshore diver  
10 in California, Gulf of Mexico, and of course now works  
11 for us and I'm so happy for that. That's going to be a  
12 big media hit, I cannot wait. We are going to be  
13 sharing that with media. I wanted to share it with the  
14 board first, and now we're sharing it with media. I  
15 hope you're okay, Kenyatta. Okay, you're good.

16 Okay. Now, here's a picture of Timothy Jackson.  
17 Yup, what an inspiration to the graduates. They were so  
18 focused on him they did not care about any of us in our  
19 suits. They just wanted to hear from Timothy Jackson.  
20 Timothy praised CALPIA and the training he received  
21 through our HFM program. Here are some other pictures  
22 from that event. You can see family members, we had  
23 union reps, we had the warden, it was just an awesome  
24 event. We had media, just a great time there.

25 Our next graduation was the following day at the

1 California Institution for Women. We did two back-to-  
2 back graduations; this was a lot. This was at CIW.  
3 This was Dawn's old stomping grounds, of course she was  
4 a warden here. We had close to 70 graduates in HFM,  
5 carpentry, laborers, computer coding, and fabric. And  
6 even the dog, look at the dog. He smiled for the  
7 picture.

8 Success story, Vera Salcedo. She came back and  
9 shared the story of success. She had been out for over  
10 five years. She helps -- she just keeps climbing the  
11 ladder. She helps CALPIA consistently. She is a mother  
12 of six, she learned her skills in CALPIA's pre-  
13 apprentice carpentry program. After she returned home,  
14 she went on to work for Southwest Carpenter's Union.  
15 She is now a foreman. She's a foreman. And she is in  
16 charge of all -- like a huge staff. She works for Neff  
17 Construction Building Schools in the Inland Empire.

18 The graduates at CIW, they were so encouraged to  
19 hear what she had to say. Again, you could see tears  
20 streaming down their faces when she spoke. And these  
21 were the family members. Just a wonderful turnout  
22 there. We also got some great media coverage from this  
23 event as well.

24 Our last graduation before today's event here at  
25 CMC was at Salinas Valley State Prison. This was to

1 honor the graduates in our HFM program. 15 graduates in  
2 total, they were so proud. We got great media coverage  
3 from this event as well in the Monterrey/Salinas area.

4 Richard Barnfield, he shared his story of  
5 success. He continually thanked CALPIA. He said it was  
6 because of his training he ended up with the lead  
7 janitorial position working for a non-profit  
8 organization, the Shower of Hope. They provide showers  
9 to the homeless in Los Angeles. And he is the lead  
10 janitor for all of that, and he is so proud of what he  
11 does. He has a great career now, and he thanks CALPIA  
12 because of it.

13 Also, there's other individual pictures and  
14 family, staff. So exciting to be holding graduations  
15 and holding tours and hosting tours again. Our next  
16 graduation, I hope you all can attend, is next month.  
17 It's on a Wednesday. It's November 2<sup>nd</sup> at RJ Donavan.  
18 And I am going to go a little off the script, because  
19 I'm going to bring up Timothy, because he's sitting  
20 right here. And Timothy, can you just come up for like  
21 -- you've got to do -- less than a minute.

22 UNIDENTIFIED SPEAKER: 88 seconds.

23 MS. KANE: Eighty ei-oh, he even gave you 88  
24 seconds. Because it's all about the -- it's all about  
25 the eight. So, if you come to the graduation, you can



1 go back to full screen to we can see us now. And you  
2 can see Timothy. I don't know if she can take it off  
3 the slide show. She's taking it off, she's taking it  
4 off. I don't know if you can see Timothy yet. Duh-da-  
5 duh. She's -- hopefully we're not having technical  
6 difficulties. Is it frozen?

7 This is when I see IT scrambling.

8 We're good. I'm going to keep --

9 UNIDENTIFIED SPEAKER: I would click that stop  
10 share button.

11 MS. KANE: I would, yeah. Click the stop share  
12 button. Oh, there we are. There we are, there we are,  
13 ta-dah. And this is Timothy Jackson. And Timothy, you  
14 want to say hi to the board and --

15 MR. JACKSON: Hello, board. Good afternoon.  
16 Thanks for the opportunity to just even be, share space  
17 here in this board meeting. Definitely was unexpected.  
18 But, yeah. Honestly, I'm kind of like, I'm just a me--  
19 I don't know why I'm amazed, because I didn't -- I know  
20 the quality we were getting as far as the program, I'm  
21 not like -- I'm not surprised at what I've been able to  
22 see here.

23 But, everything you guys are putting in to  
24 making sure that these opportunities are, like,  
25 available to us the way that they are -- it helps me to

1 even more so appreciate the fact that I put in the  
2 efforts that I put in when I was given the opportunity.  
3 As I mentioned at the graduation, if it wasn't for  
4 CALPIA, if it wasn't for HFM, I wouldn't have, you know,  
5 I wouldn't have released from prison with a career to  
6 leverage outside of, you know, the eight years, eight  
7 months, and eight days that I served in prison. And so,  
8 (AUDIO CUT OUT) have accompanied (AUDIO CUT OUT). I  
9 mean, I ultimately had to take that and make everything  
10 actionable. I had to walk it out. But it had to be  
11 available for me to actually invest, you know, my hope  
12 and myself into.

13 And, you know, I -- hearing what you guys are  
14 doing, I'm grateful. It's not something that obviously  
15 we get to see, or you know we even -- you know probably  
16 half if not most of us don't even know that this is what  
17 takes place behind the scenes. And so, it's a treat for  
18 me.

19 My perspective is even more -- I was speaking on  
20 perspective empowerment today. This definitely empowers  
21 my perspective, giving this opportunity and thank you so  
22 much for all that you guys do, all that I know you're  
23 going to continue to do. And just hearing, I think it  
24 even makes me more excited to hear now that you guys are  
25 getting ready to make it possible for us to apply for

1 jobs, be interviewed, and actually secure employment  
2 before we get home.

3 The last couple of individuals that I've hired  
4 reached out to me through the system, and I had to send  
5 offer letters for them to actually show to their  
6 counselors so their counselors can see, "Oh, you have  
7 employment lined up," which can be communicated to  
8 parole, which could make it a little bit easier for him  
9 to transition when he got out. But now you guys have  
10 taken that proactive step to make that, like, possible  
11 for them, for us.

12 So, just thank you so much for allowing me to be  
13 a fly on the wall in here, and grateful. Thank you.

14 MS. KANE: Thank you. And that's my report. If  
15 you have any other questions, ask Jeff or Bill. I'm  
16 teasing, it's the end of the day. I'm here for you.

17 Hi Dar, bye Dar.

18 CHAIR MACOMBER: Alright, now we move on to the  
19 portion of the meeting reserved for comments regarding  
20 items not on the agenda. Under the Bagley-Keene act,  
21 the Board cannot act on items raised during the public  
22 comment, but it may respond briefly to statements made  
23 or questions posed. Or it may request clarification or  
24 refer the item to staff. Would anyone like to make a  
25 comment or address the Board?

1           Seeing no activity, we'll move to conclude the  
2 meeting. I'd like to thank Kenyatta and Timothy both  
3 for being here today, as well as CMC for hosting us for  
4 this event, and the great job PIA staff did. I'd like  
5 to recognize Randy one last time, who I worked with for  
6 many years here in CDCR, and good luck in his  
7 retirement.

8           So, with that being said, this concludes our PIA  
9 Board Meeting on October 6<sup>th</sup>, 2022. Is there a motion to  
10 adjourn the meeting?

11           MR. JENKINS: So moved.

12           MR. MARTIN: So second.

13           CHAIR MACOMBER: All in favor?

14           UNIDENTIFIED SPEAKERS: Aye.

15           CHAIR MACOMBER: The motion carries. This  
16 concludes our meeting and we are adjourned at 2:50 P.M..  
17 Thank you, everybody.

18           (Whereupon the meeting was adjourned at 2:50  
19 P.M.)

20

21

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23