

BOARD MEETING  
OF THE  
CALIFORNIA PRISON INDUSTRY AUTHORITY

Held in person and via Zoom

CALIFORNIA PRISON INDUSTRY AUTHORITY  
California PIA Showroom  
2125 19<sup>th</sup> Street  
Sacramento, California 95818

TUESDAY, December 19, 2023

10:00 A.M.

## APPEARANCES

Board Members (\*present via teleconference)

Jeff Macomber, Chair  
Armond Aghakhanian\*  
Dawn Davison\*  
Felipe Martin\*  
Katherine Minnich\*  
Kyle Patterson  
Carlos Quant\*

Staff Present

William Davidson, General Manager  
Jared Renfro, Acting General Counsel  
Melinda Marion, Board Secretary  
Suzie Changus, Chief Assistant General Manager  
Michele Kane, Assistant General Manager, External Affairs

Public Comment

None

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

2 December 19, 2023 10:03 A.M.

3 CHAIR MACOMBER: Good morning, everyone. I'll  
4 call the meeting of the Prison Industry Board to order  
5 at 10:03 AM. I'd also like to note that this meeting is  
6 being held at a publicly noticed location.

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

9 BOARD SECRETARY MARION: Good morning,  
10 everyone. Here we go. Chair Jeff Macomber?

11 CHAIR MACOMBER: Here.

12 BOARD SECRETARY MARION: Vice Chair Dar Singh?  
13 Member Armond Aghakhanian?

14 And he did mention that he might be a couple  
15 minutes.

16 Member Dawn Davison?

17 MEMBER DAVISON: Here.

18 BOARD SECRETARY MARION: Member Michael Lopez?

19 BOARD SECRETARY MARION: Member Felipe Martin?

20 MEMBER MARTIN: Here

21 BOARD SECRETARY MARION: Katherine Minnich?

22 MEMBER MINNICH: Present

23 BOARD SECRETARY MARION: Kyle Patterson?

24 MEMBER PATTERSON: Present

25 BOARD SECRETARY MARION: Member Carlos Quant?

26 MEMBER QUANT: Here.

1 BOARD SECRETARY MARION: Member Troy Vaughn?

2 BOARD SECRETARY MARION: And Eddy Zheng?

3 Okay. Let the record show we have a quorum of  
4 six members.

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

12 If any member of the public would like to  
13 comment, please fill out a speaker request form and hand  
14 it to the Board Secretary. For any members of the  
15 public who are on the line right now who would like to  
16 comment, we will give out further instructions on how to  
17 raise your hand and let the organizer know you would  
18 like to speak. I would request that everyone announce  
19 your full name and affiliation, if necessary, before  
20 speaking so there is no confusion. Each speaker for  
21 each item will be limited to two minutes for public  
22 comment.

23 At this point, I'd like to open it up for  
24 comments from any Board Members. Any Board Members would  
25 like to make any opening comments? Any Board Member that  
26 would like to make opening comments?

1           Hearing none, we'll move on to the General  
2 Manager's comments. Mr. Davidson?

3           MR. DAVIDSON: Good morning, Chair Macomber and  
4 members of the Board. It is great to be with you all  
5 once again. It seems like we were just together not  
6 that long ago. I hope that each of you is enjoying this  
7 Holiday season wherever you are and that this season  
8 finds you and yours healthy, happy and in good spirits.  
9 As we come to a close of this year of 2023, I want to  
10 express my gratitude to you and to all of the staff of  
11 CALPIA, both our civil service employees as well as our  
12 incarcerated staff. This has been a great year for us  
13 and collectively we have accomplished much in moving  
14 forward with our great mission. It hasn't been without  
15 its challenges of course, but we have remained steady,  
16 consistent and focused on providing meaningful,  
17 effective and real job training and rehabilitative  
18 opportunities for the men and women incarcerated in the  
19 CDCR institutions across the State. And as wonderful as  
20 2023 has been, I am excited about what lies ahead in  
21 2024. I have no doubt that it will be another great  
22 year, and I have no doubt it will be another great year.  
23 My comments today will be somewhat brief as again, we  
24 just met about ten weeks ago, but there are a few  
25 updates that I want to share with all of you.

26           First, I just want to let you know that the

1 Governor recently signed legislation (Senate Bill 544)  
2 that will require us to hold future Board meetings  
3 (after January 1) with at least a majority of our Board  
4 members in person. So obviously, if all eleven members  
5 are attending, we will need to have at least six in  
6 person. There are some other nuances to the bill that I  
7 will share with you as we approach our next Board  
8 meeting in the spring, but I do want to let you all know  
9 of this new law and requirement and hope that as many of  
10 you as possible can plan to attend in person as we go  
11 forward.

12 Last Monday, December 11, was a highlight day  
13 for us. We have been working for months to implement  
14 our new Entry to Employment (E2E) Network. On the 11<sup>th</sup>,  
15 we launched the new E2E Network at Solano State Prison.  
16 We launched it there as a pilot program to expand beyond  
17 that. As we have discussed before, the E2E Network is a  
18 collaboration between CALPIA, CDCR, and the Employment  
19 Development Department that shares an existing EDD  
20 website platform called CalJOBS. CalJOBS is a web-based  
21 statewide job assistance system that allows employers to  
22 post jobs that they are currently hiring for. With the  
23 new E2E system, incarcerated individuals within their  
24 Transition period (approx.. 180 days of release) can  
25 utilize a secure desktop connection or a kiosk to go to  
26 the CalJOBS network and prepare and share resumes, and

1 actually apply for positions being advertised, and  
2 receive job offers. Upon their release from prison, the  
3 information saved and stored in the E2E environment will  
4 be transferred to the individual's full CalJOBS account,  
5 including all of the credentials and certifications used  
6 to create and maintain their accounts.

7           As I mentioned, we kicked this off last week  
8 and initially had three incarcerated individuals, one  
9 from our HFM and two from Optical program register their  
10 accounts, build their job resumes, and applied for jobs.  
11 Our goal is to have all of the eligible SOL incarcerated  
12 CALPIA individuals registered and using the E2E Network  
13 by January 30<sup>th</sup>. Once fully deployed at SOL, we will  
14 expand to additional institutions, starting with the 13  
15 institutions that have Workforce Development  
16 Coordinators onsite, and ultimately rolling this system  
17 out to all 32 institutions. And really, this is a game-  
18 changer for us in being able to make this system  
19 available for incarcerated individuals to access real  
20 jobs being advertised, to be able to apply for these  
21 jobs, and to receive job offers before they even leave  
22 prison. CALPIA is the first one to establish these type  
23 of employment opportunities for incarcerated individuals  
24 BEFORE they are released. Again, I just want to thank  
25 Rusty Bechtold and the staff in Workforce Development  
26 and also the subcommittee that he works with within the



1 Board for making this happen. We're making this happen  
2 and again as I mentioned this is a game changer for us  
3 and I couldn't be more excited about the potential  
4 opportunities for this new system.

5           Next, I would like to share with you some data  
6 that we were able to pull while completing our biannual  
7 for what's called the Statewide Leadership  
8 Accountability Act (SLAA) report. This data has to do  
9 with staff turnover in our department. As you may be  
10 aware, in May 2021, our Human Resources Office analyzed  
11 the separation rates of the previous 12 months compared  
12 to the two years prior to that. The primary objective  
13 of this analysis was to look at the possible impact that  
14 our newly revised New Employee Orientation (NEO)  
15 training has on retaining recently hired employees.  
16 Before the NEO revamp, CALPIA had an overall turnover  
17 rate of nearly 24%, excluding those who retired from  
18 State service. This means that at that time almost one  
19 in four employees left the department annually. When we  
20 looked at the data in May 2021, that percentage had come  
21 down to 13.3%. As we have recently pulled the most  
22 current turnover data for the SLAA report, our rate has  
23 further reduced to 10.5%. So, our turnover rate has  
24 dropped by more than 50% in just the past couple of  
25 years. We attribute a significant portion of that  
26 reduction to the success of the NEO training program in

1 helping ensure that our new employees are as prepared  
2 and ready as possible before they go out to work inside  
3 the institution environment, as well as more focused  
4 employee engagement activities, and strengthened  
5 supervisory training and support. I want to thank our  
6 HR and staff development teams for developing,  
7 implementing, and maintaining such a critically  
8 important training program.

9 Another positive area of performance has been  
10 our efforts to reduce Greenhouse Gas Emissions. We just  
11 completed our analysis and report for the year ending  
12 December 2022, and we can see that for the period of  
13 time, we have been tracking this for the last 7-8 years,  
14 between 2015 - 2022, we have achieved a 38% reduction in  
15 GHG emissions. In 2015, we produced the equivalent, and  
16 again I am not going to try to be a Greenhouse Gas  
17 Emission expert here, but in 2015 we produced just over  
18 600 metric tons of carbon dioxide. That amount was  
19 reduced to less than 400 tons in 2022. The vast  
20 majority of CALPIA's emissions in 2022 were from  
21 vehicles, followed by electricity and then natural gas.  
22 The greatest factors influencing these reductions have  
23 been the conversion of our vehicle fleet to electric and  
24 hybrid vehicles as well as the focus on purchasing and  
25 installing equipment and machinery that is more energy  
26 efficient. Our team in Business Services has done a

1 great job over the past few years in raising awareness  
2 throughout the organization and ensuring that we adhere  
3 to our GHG roadmap to reduce these emissions, and they  
4 have greatly improved their data tracking to monitor our  
5 success and effectiveness in doing so and Nannette  
6 Chester and Daniel Fish, in particular should be  
7 recognized for their efforts in this regard so we want  
8 to thank them, and acknowledge the great work that we've  
9 done as an organization in lowering the greenhouse gas  
10 emissions.

11           Now I want to update on some of the activities  
12 we are engaged in in regards to the San Quentin  
13 Rehabilitation Center. As you know, our current Coding  
14 and Laborer CTE programs are housed and run out of the  
15 space that is going to be rebuilt into the new  
16 Rehabilitation Center. In preparation for the  
17 demolition of the existing space, we will be temporarily  
18 relocating the Coding Program into what has been San  
19 Quentin's Transportation building, and the Laborer's  
20 program will be moved to a building that is currently  
21 unoccupied but had previously been used as Vocational  
22 educational space by the institution. The move of the  
23 Coding program will just be temporary swing space until  
24 the new Rehabilitation Center is completed, at which  
25 time, the Coding program will be part of this new  
26 Center. The space for the Laborer program will be in an

1   excellent location and will be very suitable as either  
2   temporary swing space, or even, if it works out that  
3   way, as a permanent home for this CTE program.

4           The other move that we are making to  
5   accommodate the demolition of the existing building and  
6   the new construction is relocating the Mattress Factory  
7   out of San Quentin to Mule Creek State Prison. The  
8   Mattress Factory is currently located adjacent to the  
9   building that will be demolished and it will not be  
10   feasible to continue its operations in that location  
11   during this demolition and construction project. CALPIA  
12   has space available at Mule Creek to set up the Mattress  
13   Factory, and the institution has committed to ensure  
14   that the same level of incarcerated workers will be  
15   available to staff the enterprise as what we have had at  
16   San Quentin (35 incarcerated workers). We plan to be  
17   moved out of the San Quentin space no later than the end  
18   of January and up and running within a week or two  
19   thereafter in Mule Creek.

20           And finally, as you know, last summer we hired  
21   Kenyatta Kalisana as our instructor down at the Dive  
22   Program at CIM. About the same time that Kenyatta was  
23   being hired, the assistant dive instructor at the time  
24   retired, leaving Kenyatta to handle this program by  
25   himself, which he has done remarkably for nearly a year  
26   and a half now. We are very close now to finalizing a

1 hire to fill the assistant instructor role and if all  
2 goes as planned, we will be hiring another formerly  
3 incarcerated individual into that position. The hire is  
4 not final so I can't provide too much detail yet, but  
5 this person worked in a CALPIA program while  
6 incarcerated. He was not at CIM, so he did not go  
7 through the Dive program. But he did work in our Fabric  
8 enterprise while at CCI. After his release from parole,  
9 he worked with Kenyatta in the dive industry located in  
10 the Gulf Coast and is highly qualified for the assistant  
11 position. So, I'm very excited about this and look  
12 forward to sharing more details as things progress.

13           So again, those are the updates and the  
14 comments I wanted to make and again I just as I've  
15 mentioned before, December is my favorite time of year,  
16 probably my favorite board meeting of the year as well  
17 get to do our employee award recognitions at the end of  
18 this meeting.

19           And again, I just love the holiday season, and  
20 I hope you all have a wonderful, wonderful holiday  
21 season and I am so happy to be here. Thank you.

22           Board Secretary: Let the record show that  
23 Member Armond Aghakhanian joined the meeting at 10:11am  
24 so now we have 7 members in attendance.

25           CHAIR MACOMBER: Thank you, Mr. Davidson.  
26 We'll move on the Action Item A and turn it back over to

1     you, Bill.

2                 MR. DAVIDSON: Great thank you. And here to  
3     present Action Item A is Jared Renfro our General  
4     Counsel.

5                 MR. RENFRO: Good morning members of the  
6     Board. We are here to discuss proposed regulations for  
7     grievances. Let me give you a little bit of background  
8     here. If these regulations look familiar, it's because  
9     the Board unanimously approved grievance regulations in  
10    October 2020, as well as May 2021.  
11    However, CALPIA never completed the rule, making process  
12    with the office of administrative law, so we never  
13    actually promulgated grievance regulations, and the  
14    reason for that is, we wanted to ensure our regulations  
15    aligned with CDCRs, and as CDCR continuously changed and  
16    amended their regulations. We push ours back to remain  
17    consistent with theirs. For now, it's about 4 years  
18    since we've known that we need to promulgate our own  
19    regulations, and we do not have any regulations  
20    promulgated right now, so at least that relates to  
21    grievances. So that is why we're now looking at this in  
22    2023, going into 2024. There are a couple distinct  
23    differences between CALPIA's regulations and CDCR's.  
24    This is related to how CALPIA functions and its mission  
25    and the timeframe to submit a grievance is extended for  
26    CALPIA. For CDCR, it's 30 days for CALPIA its 60 days,

1 and the reason for that difference is our incarcerated  
2 individuals don't always have access to submit  
3 grievances in the same way that they do in say rest of  
4 the way CDCR, in terms of having like a grievance box on  
5 the living unit. Ah so we decided it was appropriate to  
6 allow our population to have a little bit longer time  
7 frame. Another significant difference between ours and  
8 CDCR's is that our regulations ensure effective  
9 communication are achieved during interviews with traded  
10 individuals. The person staff member who's interviewing  
11 and incarcerated individual has to document how  
12 effective the communication was achieved. And then the  
13 last major difference that we have is we expressly  
14 require that every claim that's stated in agreements is  
15 ultimately addressed. For more than anything else we  
16 need a formal process to address the grievance process  
17 to address grievances, including staff misconduct.  
18 A couple of the benefits is that it clarifies the roles  
19 between our staff and what is expected of incarcerated  
20 individuals when submitting a grievance, including staff  
21 misconduct complaints. By having a formalized process,  
22 it clearly sets up for staff misconduct complaints. It's  
23 how we ensure complaints are actually investigated  
24 appropriately and at times investigated by Peace  
25 Officers and then it also gives that opportunity to  
26 resolve grievances at the lowest level when it is

1 appropriate to do so. So those are the main points that  
2 I wanted to at least go over with the Board. You should  
3 be fairly familiar with these regulations, just because  
4 these have been reviewed, at least in substance, twice  
5 already. Are there any questions?

6 Chair Macomber: Jared have they been  
7 submitted to OAL yet?

8 Mr. Renfro: Oh, yeah, no, no, not yet, not  
9 yet. The not this version. No

10 Chair Macomber: My only comment would be, I  
11 would recommend consideration on aligning the timeframes  
12 with CDCR, just to not create confusion on the  
13 population of the 30 to 60 days is finally  
14 recommendation. I don't know if I would have to make a  
15 motion to do that or not, but that's just my 2 cents is  
16 I wouldn't want someone to miss CDCR's timeframe  
17 thinking about PIA's timeframe, does it that make sense?

18 Mr. Renfro: It does. It does. I think what we  
19 were concerned about is well, it's an individual might  
20 have access to the grievance box on a living unit 7 days  
21 a week for us it might only be 4 or 5 days out of the  
22 week. So then, 6 days potentially in a month. So, then  
23 they're like, well, it depends on how you cut it I  
24 guess, but we can make that adjustment.

25 Mr. Davidson: And technically, Jeff, I would  
26 recommend that when a motion is made that it be included



1 in the motion to put that one change in there.

2 Chair Macomber: Thank you. Any other  
3 comments? Comments first before we do motions and public  
4 comments.

5 Mr. Davidson: Yep.

6 Chair Macomber: Seeing no further comments from  
7 the Board. As a reminder, if any member of the public  
8 would like to make a comment regarding this item, please  
9 have a Speaker Request form filled out, and then come  
10 forward and state your name and affiliation.

11 For any member of the public who isn't virtual  
12 attendance, please ensure you dial into the meeting,  
13 using the number 1669449171, and then dial \*9 to raise  
14 your hand to speak. Our meeting organizer will place you  
15 in order and we'll call out your name and or the last  
16 four digits of your phone number when it is your time to  
17 speak. Please state your name and affiliation so that we  
18 can make a note for our records. Each speaker will be  
19 limited to 2 minutes for public comment.

20 CHAIR MACOMBER: Seeing no public comment, I  
21 will make the motion to approve Action Item A with the  
22 amendment that there is 30 days instead of 60 days to  
23 file the appeal. Is there a second?

24 MEMBER DAVISON: I will second the motion with  
25 the addition that it's 30 days instead of 60.

26 BOARD SECRETARY MARION: Okay now we will take

1 a vote. Member Aghakhanian?

2 MEMBER AGHAKHANIAN: Aye

3 BOARD SECRETARY MARION: Member Davison?

4 MEMBER DAVISON: Aye

5 BOARD SECRETARY MARION: Member Martin?

6 MEMBER MARTIN: Aye

7 BOARD SECRETARY MARION: Member Minnich?

8 MEMBER MINNICH: Aye

9 BOARD SECRETARY MARION: Member Patterson?

10 MEMBER PATTERSON: Aye

11 BOARD SECRETARY MARION: Member Quant?

12 MEMBER QUANT: Aye

13 BOARD SECRETARY MARION: And Chair Macomber?

14 CHAIR MACOMBER: Aye

15 BOARD SECRETARY MARION: Let the record show  
16 this motion passes 7-0.

17 CHAIR MACOMBER: We'll now move on to the  
18 Action Item B. Mr. Davidson?

19 MR. DAVIDSON: Thank you. I made brief  
20 reference to this issue at our last board meeting  
21 regarding the request for CALPIA to clean the  
22 psychiatric inpatient area in Vacaville. And just again  
23 by just to refresh folks on this, Pride Industry  
24 currently cleans that. And again, we refer to it as the  
25 PIP area. The psychiatric inpatient program- PIP area  
26 within California Medical Facility would assume that in

1 Vacaville. However, SEIU challenged the contract between  
2 California Correctional Health Care Services and Pride  
3 Industries citing a conflict. The conflict with  
4 Government Code section 19130, which does not allow  
5 personal services contracts to be awarded for work that  
6 can be done as Civil Service employees, and in May of  
7 this year the State Personnel Board agreed with SEIU's  
8 argument and ruled that the contract between CCHCS and  
9 Pride Industries is in violation of this government  
10 code, and must be terminated and CCHCS contacted me a  
11 few months back to inquire as to whether or not we could  
12 take on the cleaning of the PIP area at CMF. Our HFM  
13 program we clean the medical areas within each prison  
14 across this State, with the exception of California  
15 Health Care Facility in Stockton. And in addition, we do  
16 clean that also the PIP areas within the Salinas Valley  
17 State Prison and the California Institution for Women.  
18 So, there is a precedent to us undertaking this PIP  
19 cleaning at CMF.

20           We work closely with CDCR including the  
21 administration at CMF to determine the feasibility of  
22 taking on this additional cleaning, and during these  
23 discussions the need for us to operate our HFM Program  
24 to include the job training function of incarcerated  
25 individuals was highly stressed. CMF has assured us  
26 that they will have incarcerated individuals available

1 to participate in the HFM program, cleaning what is  
2 known as the inner PIP for an area in which incarcerated  
3 individuals may clean. Another portion of CMF PIP, known  
4 as the outer PIP will be cleaned by CDCR Civil Service  
5 custodial or janitorial staff.

6 In order to accomplish this, CALPIA will need  
7 to hire an additional 25 permanent full time and 4  
8 permanent intermittent staff to take on this cleaning,  
9 and this will also provide an additional 45 incarcerated  
10 work assignments for incarcerated workers to participate  
11 in the HFM Program. CALPIA is in the process of amending  
12 HFM contract with CCHCS to add this additional cleaning  
13 space, and to add the additional funding to pay CALPIA  
14 for the cost associated with the PIP cleaning. The  
15 estimated cost is approximately 3.5 million dollars  
16 annually. The contract with pride industries must be  
17 terminated by August 3, 2024, and so we plan to begin  
18 hiring and training staff to begin the transition to  
19 transition this workload from Pride Industries beginning  
20 in early May of 2024. And so CALPIA recommends that the  
21 Board approve the additional positions. Again, 25  
22 permanent full time and 4 permanent Intermittent Civil  
23 Service Staff and 45 incarcerated work assignments to  
24 take on the cleaning of the PIP at CMF starting in May  
25 of 2024.

26 CHAIR MACOMBER: Thank you, Bill. Do we have

1 any comments from Board members regarding Action Item B?

2 MEMBER MARTIN: I have one real quick. Just a  
3 question. This is Felipe Martin.

4 CHAIR MACOMBER: Go ahead Felipe.

5 MEMEBRR MARTIN: Hello, everyone. How's  
6 everyone doing? Hope everyone's well. Haven't seen you  
7 in a while so glad to be back, at least virtually  
8 looking forward to being in person to be honest with  
9 you. But real quick. What is the cost difference between  
10 what you guys are estimating it to cost? You know  
11 CALPIA, I mean what PIA's cost is going to be as opposed  
12 to what we were paying Pride, or what was being paid to  
13 Pride Industries?

14 MR. DAVIDSON: So, it's going to be  
15 significantly less. And again, PIA will be doing a  
16 portion of the PIP. CDCR will be doing the other portion  
17 of the PIP collectively. The cost between those 2  
18 programs. And again, I don't have the exact numbers now,  
19 but it's roughly half of what the State had been paying  
20 Pride Industries, so it'll be a significant cost savings  
21 to the State for us to do this.

22 MEMBER MARTIN: And the taxpayers. That's  
23 great. Awesome. Thank you.

24 CHAIR MACOMBER: Any further comments from  
25 Board members on Action Item B?

26 CHAIR MACOMBER: Alright hearing none. Would any

1 member of the public would like to make a comment  
2 regarding this item. Each speaker will be limited to 2  
3 minutes for public comment. Do we have any individuals  
4 that would like to make a comment?

5 Seeing none, is there a motion to approve  
6 Action Item B?

7 MEMBER PATTERSON: Motion to approve.

8 MEMBER MARTIN: I second.

9 CHAIR MACOMBER: Board Secretary, can you  
10 please call the role?

11 BOARD SECRETARY MARION: Okay, Member  
12 Aghakhanian?

13 MEMBER AGHAKHANIAN: Aye

14 BOARD SECRETARY MARION: Member Davison?

15 MEMBER DAVISON: Aye

16 BOARD SECRETARY MARION: Member Martin?

17 MEMBER MARTIN: Aye

18 BOARD SECRETARY MARION: Member Minnich?

19 MEMBER MINNICH: Aye

20 BOARD SECRETARY MARION: Member Patterson?

21 MEMBER PATTERSON: Aye

22 BOARD SECRETARY MARION: Member Quant?

23 MEMBER QUANT: Aye

24 BOARD SECRETARY MARION: Chair Macomber?

25 CHAIR MACOMBER: Aye

26 BOARD SECRETARY MARION: Let the record show

1     this motion passes 7-0.

2                 CHAIR MACOMBER: Thank you. Okay, now we will  
3     move onto Action Item C. Mr. Davidson?

4                 MR. DAVIDSON: We would like to invite our good  
5     friend Michele Kane to come present Action Item C.

6                 MS. KANE: Good morning, Chair Macomber,  
7     all the board members. Good morning.. I would like you  
8     to go into your folders, and you're going find CALPIAs  
9     report to the Legislature so hopefully, you're all  
10    looking at it. I'm going to walk you through this. First  
11    off, I would like to thank Stephanie Eres for helping me  
12    collect all this information, doing a great job as well  
13    as graphic designer who's in the house today, Aaron  
14    Schultz. Aaron, can you come over here really quick? You  
15    know, he puts together all of these graphics. He makes  
16    this look like this. I wish I could take all the credit.

17                But he is just amazing, and he's over here.  
18    So, he's like he's taking pictures of today's board  
19    meeting and thank you. So, we really appreciate this is  
20    a team effort, Bill Davidson, executive staff, I'm you  
21    know, handing them for updated information. Because  
22    putting a document like this is no easy feat.

23                So, I'm going to walk you through this. You  
24    can open up the cover, and you're going to see, of  
25    course, the Board. If you're going to see the beautiful  
26    pictures as well as the table of contents. Now we're

1 going to turn it. Okay. Page 1 and 2, you're going to  
2 find the background of the Prison Industry board, CALPIA  
3 statutory objectives. You're going to see our mission  
4 statement our program's goal, vision, and values.

5 On page 3, turn the page. We're going to  
6 highlight correctional industries. I love these  
7 pictures. On page 4, we highlight Career Technical  
8 Education programs. They are featured. They have an  
9 amazing track record, of course, proven successful for  
10 so many incarcerated individuals. On page 5, turn the  
11 page. Our Joint and Free Venture Programs. Now, those  
12 two programs gave us more than \$56,000, I shouldn't say  
13 gave us. They gave it to crime victims in fiscal year  
14 2022-23.

15 On page 6, we focus on CALPIA's Industry  
16 Employment Program that provides incarcerated workers  
17 access to nationally accredited certification. It  
18 provides that transition to employment services.

19 Go to page 7. There's more information about  
20 our state apprenticeship certifications. We get these  
21 questions all the time. This is through a partnership  
22 with the California Department of Industrial Relations.  
23 In fiscal year 2022-23, there were more than 2,000  
24 incarcerated individuals registered in the State  
25 apprenticeship program and that is huge. On page 8, 9  
26 and 10, we can just kind of shuffle through all of those



1 you're going to find more information about our  
2 accredited certifications, and, of course, in that  
3 fiscal year 5,384 participants successfully completed  
4 their programs with an accredited certification.

5           On page 11 and 12, I love this picture. This  
6 is the big group picture. This is our big picture at San  
7 Quentin State Prison. We had former graduates there, a  
8 lot of them. We had stories of success. It was just a  
9 great time by all.

10           Now, turning the page on page 13 and 14. My  
11 favorite pages right here. This is where we highlight  
12 the successful outcomes of CALPIA. Here are just a few,  
13 of our success stories. Of course, Robert Casteneda is  
14 an Optician now is working for well, it says in the  
15 thing, but it's a very high end, retail large, everybody  
16 knows this manufacturing eyewear retail Company, also  
17 Inez Suarez who works for a big construction firm. She's  
18 in the Bay area doing great work there, and Louis  
19 Frazier. We got to meet him, interview him. He's doing  
20 amazing work with Siemens, and he's building light rails  
21 cars. We love that he got all of his training through  
22 our AutoCAD program as well as our welding programs.

23           Okay, turn the page. Page 15, we're going to  
24 highlight CALPIA's recidivism efforts. I could not put  
25 more information into this. This is great because I  
26 really want to point out that by three years of release

1   only 15% of CALPIA participants had been returned to  
2   custody, which means 85% of those do not go back to  
3   prison. That's Bill's line. He left that line, and I do  
4   love that line as well. On the next page 16, you can  
5   read how incarcerated individuals - they're securing  
6   state jobs right now. It's huge, our civil service  
7   hiring events. They're very successful. We have been  
8   working with multiple state agencies. Rusty and his team  
9   have been just I mean, focused on this. And it's seeing  
10   successful outcomes. So great work for Workforce  
11   Development there.

12           On page 17, we highlight enterprise  
13   improvements. This is all Ray's team. He's doing great  
14   work, you can see. We added hummus to box lunches.

15           We also now are offering a new plant-based pea  
16   protein. Try to say that three times new plant based  
17   peas protein. People get that to support CDCR's meat  
18   free menu. We also have added ultrasonic welding to  
19   mattress enterprise. And this has made those mattresses  
20   even bigger and firmer. So that helps incarcerated  
21   individuals and helps patients with CCHCS. So that's a  
22   wonderful improvement. On page 18, you're going to see  
23   Improved Processes, including details of our new  
24   Enterprise Resource Planning tool, by Suzie and her  
25   team, as well as Danny and his team. They have been  
26   working on this. It's starting to roll out Sage X3 and

1 it's on the minds of everybody. So, you're going to see  
2 a little bit more about Sage X3. Also, you're going to  
3 find more about our Strategic Business Plan on phase  
4 one. On page 19 and 20 go ahead and turn there. You're  
5 going to see the summary of Prison Action Items from the  
6 Board, and some great pictures on 21-22. Look at those  
7 mug shots there. Okay, look great. They look great. On  
8 page 23 and 24 turn the page. You're going to see more  
9 great pictures from our computer coding program as well  
10 as our commercial diving program. On pages 25 and 26,  
11 this is where we get into the financials. You're going  
12 to find the financial plan as well as the designation of  
13 cash.

14           You turn the page to 27-28. Of course you see  
15 the enterprise overview as well as individual  
16 incarcerated assignments, and then you're going to turn  
17 the page to 29. You're going to see incarcerated  
18 individuals by positions, by the location.

19           And on page 30, more pictures from diving our  
20 Braille program, doing great work there.

21           Then, on the last 2 pages, if people are  
22 always wondering, 'okay, where is this program? What  
23 institution? What prison can I find is this at?' you're  
24 going to find the map.

25           And it includes also our CTE programs, our  
26 joint program, Joint Venture Programs. They're all

1 located on this map. So, upon your approval, we're going  
2 to be sending copies to the State Legislative Council,  
3 the Secretary of the Senate, the Chief Clerk of the  
4 Assembly. We then distribute all of them to the  
5 Legislature, external stakeholders, including Parole,  
6 Probation, CDCR as well as other agencies.

7 We also post this to our website. We use this  
8 all year long. This serves as a useful resource to  
9 direct inquiries from the media, the Legislature, and  
10 the public. And with that I ask you to approve CALPIA's  
11 Report to the Legislature fiscal year 2022-2023.

12 Happy Holidays and Merry Christmas everyone. I know  
13 Aaron did a great job.

14 CHAIR MACOMBER: So, do we have any comments  
15 from the Board Members? I think I heard from Armond?

16 MEMBER AGHAKHANIAN: Oh no, I move to motion.

17 CHAIR MACOMBER: So, before we move to motion,  
18 I believe Felipe has his hand up.

19 MEMBER MARTIN: Yeah, just real quick. I just  
20 wanted to commend the entire team. And obviously Michele  
21 for doing such a great job with this. It's always I know  
22 a lot of work that goes into it a lot of time and  
23 effort, and that is greatly appreciated. Great job.

24 CHAIR MACOMBER: Any other comments from Board  
25 Members?

26 MEMBER DAVISON: It's Beautiful. I'm sorry I

1 was just going to say it's beautiful. It's a beautiful  
2 document as it is every year. Great job.

3 CHAIR MACOMBER: I'll agree with Dawn and the  
4 other positive comments. Alright, we have a motion to  
5 approve. Do we have a second?

6 MEMBER PATTERSON: Second.

7 CHAIR MACOMBER: Okay we do need to do public  
8 comment first. Would any member of the public like to  
9 make a public comment regarding the sign-ups? Hearing  
10 none, Board secretary, would you please call the role?  
11 Slightly out of order? But close enough.

12 BOARD SECRETARY MARION: Alright, Member  
13 Aghakhanian?

14 MEMBER AGHAKHANIAN: Aye

15 BOARD SECRETARY MARION: Member Davison?

16 MEMBER DAVISON: Aye

17 BOARD SECRETARY MARION: Member Martin?

18 MEMBER MARTIN: Yes

19 BOARD SECRETARY MARION: Member Minnich?

20 MEMBER MINNICH: Aye

21 BOARD SECRETARY MARION: Member Patterson?

22 MEMBER PATTERSON: Aye

23 BOARD SECRETARY MARION: Member Quant?

24 MEMBER QUANT: Aye

25 BOARD SECRETARY MARION: Chair Macomber?

26 CHAIR MACOMBER: Aye

1           BOARD SECRETARY MARION: Alright, let the  
2 record show this motion passes 7-0.

3           CHAIR MACOMBER: Thank you. We will now begin  
4 the presentation of the 2023 Employee Awards. The best  
5 part of the day so I will turn it back to Bill.

6           MR. DAVIDSON: Thank you. And again, yes, this  
7 is my favorite part of any of the board meetings that we  
8 have each year, and just a little bit of how we go  
9 through this process is nominating us in our Employee of  
10 the Year, Supervisor of the Year, Warden of the Year and  
11 we put out sometime in the late September early October  
12 time period, a call to all PIA staff, and it can be  
13 anybody that can nominate their co-workers, their  
14 supervisor and employee that works with them. And we get  
15 those nominations up to Central Office, and then those  
16 are reviewed by a team within Central Office, and then  
17 the Executive team ultimately takes a vote on who of  
18 those nominated candidates to be the one receiving that  
19 award. All worthy candidates. And it's always a  
20 difficult process to select just one of a a group of  
21 deserving individuals. But the Executive team again,  
22 then reviews, and both on who should be the Supervisor  
23 of the Year, Employee of the Year, Warden of the Year,  
24 both Central Office and the field. And then we get to  
25 present them here today. And I'm very grateful. Today,  
26 we have all 6 of our awardees here today, including our

1 instructor too, the year to be also instructor of the  
2 year. And so again, I'm not sure how we want to do this.  
3 We do want to take pictures with each of them as well.  
4 So, you know, we should do the presentation picture,  
5 maybe rearrange a few things and just go one by one, or  
6 do the recognition all up once and then pictures after.

7 CHAIR MACOMBER: I'll refer to you and the  
8 expert over there.

9 MR. DAVIDSON: Great. So okay, so what I would  
10 like to do is I think it's important. And I know that  
11 for the board members you all have these in your binder,  
12 but I do think it's important that everybody hear and  
13 understand what was drafted by the individuals who  
14 nominated these folks for these awards. And so, I'm  
15 going to just I typically don't like to read this, but  
16 I'm going to read the nomination first. So, I'm inviting  
17 up first - Laura Thompson-Kuhn is our employee of the  
18 year for Central Office. So, Laura Thompson-Kuhn works  
19 in Healthcare Facilities Maintenance or HFM, and manages  
20 CALPIA's largest contract, which represents nearly 27%  
21 CALPIA's revenue, 21% of incarcerated individuals and is  
22 responsible for the inventory of over 9,000 rooms in  
23 every institution in the State.

24 Laura developed the current staffing model  
25 which revolutionized how CALPIA developed the costing  
26 for the HFM Contract. Laura also provides the analysis

1 and assisted California Correctional Health Care  
2 Services to increase our custodian supervisor staffing  
3 package to include 72 custodian supervisors.

4           And I will say when that proposal went  
5 forward. I said there was no way that was going to  
6 ultimately be approved and I will to this day admit my  
7 wrongness in that. So, seeing that through, this effort  
8 was critical to provide proper supervisor staffing  
9 levels to the HFM program to better support the success  
10 of the program. Laura was able to secure backup contract  
11 services for all 32 HFM. Locations, something that was  
12 not previously achievable. Laura is constantly praised  
13 by both internal and external stakeholders for her  
14 commitment to her work and CALPIA's Mission. She not  
15 only looks out for CALPIA's best interest but it's  
16 constantly working with CCHCS to prevent issues which  
17 could negatively impact CALPIA. And again, I just want  
18 to recognize Laura's great work and, as we all know, the  
19 HFM Program is critical to CALPIA as an organization and  
20 vital to CDCR and CCHCS to ensure that the appropriate  
21 level of cleaning is done in the hospital medical  
22 facilities within the institutions, and Laura has been  
23 critical ensuring that that's the case.

24           Our efforts in the HFM Program are routinely  
25 audited by CCHCS this year has been a great year for us,  
26 and our audit scores, and Laura and her effort to ensure



1   that effectiveness of this program has gone a long way  
2   to making sure that that happens so again, Laura, we  
3   thank you for your great work.

4                Alright. Now I want to invite up, Debra  
5   Patterson. And Debra is our employee of the year for the  
6   field, and she works down at LAC down in Lancaster.

7                So, Debra Patterson began working for CALPIA  
8   in August of 2021 as an office technician, Debra is  
9   responsible for processing purchase orders and record  
10  keeping for California State Prison, Los Angeles County,  
11  or LAC.

12              She oversees the orders and records for the  
13  cleaning products, enterprise, laundry, Healthcare  
14  Facilities maintenance, maintenance and repair and  
15  warehouse. Debra also supervises incarcerated  
16  individuals assigned to the CALPIA administration  
17  office.

18              Her hard work and dedication make her a  
19  valuable resource to our organization. She has taken the  
20  time to understand the many different aspects of our  
21  many enterprises and products that make us CALPIA. Debra  
22  is a wealth of knowledge. If she doesn't know a  
23  procedure or an answer to a question, she will go out of  
24  her way to investigate.

25              She constantly works diligently, efficiently,  
26  and with enthusiasm and pride. She always has a smile on

1 her face and responds quickly and professionally. Debra  
2 is known there is known for her resourcefulness, as well  
3 as establishing and maintaining an excellent repour with  
4 CALPIA staff, Incarcerated Workers and other State  
5 Agency Staff.

6 She is a role model to staff and incarcerated  
7 employees and strives for the overall success of CALPIA,  
8 and we had an opportunity to be down at LAC earlier this  
9 year for the graduation. And it's great to see the work  
10 that you do. You know the chemical plant cleaning  
11 products is a huge enterprise, one that is incredibly  
12 important.

13 HFM down there at LAC, the laundry facility  
14 down there. Just thank you for the great work that you  
15 do, and making sure that you know there are some  
16 institutions that we kind of pay close attention to, to  
17 make sure that things stay steady. LAC runs very well,  
18 and so not one of the ones that's on our radar to pay  
19 that steady attention to it. So, thank you for the great  
20 work.

21 Alright.

22 Thank you. I want to invite up, Samantha  
23 Patrick. Samantha Patrick, I think most of us call her  
24 Sam. Samantha Patrick is a Staff Services Manager I, and  
25 she is our Central Office Supervisor of the Year. So,  
26 Samantha Patrick is a Staff Services Manager I for

1 Business Services. She leads the contracts and  
2 procurement team and makes a painstaking effort to  
3 create thorough training plans for her staff that  
4 encourage everyone on the team to share their skills.

5 The pride she takes in her own work is  
6 detailed in the email she composes to give data and  
7 supporting information to those she corresponds with so  
8 there's no question of the next steps.

9 Samantha understands the rules, policies, and  
10 regulations as they pertain to her work, and she  
11 communicates well to all who must know the details.

12 Her integrity to CALPIA contract legitimacy is  
13 unmatched. Samantha consistently reaches out to  
14 calculate partners to ensure we are all doing our best  
15 work. Samantha fosters inclusiveness. She promotes  
16 positive learning and a do better approach to our  
17 important work. She promotes positive learning.

18 Samantha's cooperative attitude is contagious.  
19 When we are short staffed, she and her team rise up to  
20 provide coverage, including herself. Samantha  
21 streamlined customer services for her and her team. By  
22 creating a survey for our staff to promote improvement  
23 to policies and systems integration which will serve  
24 CALPIA for many years I have to say, I have known Sam  
25 since I came to work here almost 5 years ago. And please  
26 don't anybody take this wrong, but some people get

1 really annoyed and upset with Sam sometimes, but that's  
2 because she's doing the right thing, and she's making  
3 sure that she is protecting the department and her  
4 review of the contracts. She knows the state policies  
5 and processes and guidelines, and she makes sure that we  
6 adhere to that and keeps us out of trouble and make sure  
7 that that's the right upset that we have integrity and  
8 then things are done right. So again, Sam, thank you  
9 for the great work that you do.

10           Antwon Robinson is our Field Supervisor of the  
11 Year, and he works down at CCWF, so Antwon Robinson has  
12 done a tremendous job in taking over the Optical  
13 Superintendent II job at California Central Women's  
14 Facility.

15           The lab has had its challenges in hiring and  
16 training incarcerated individuals in a new optical  
17 facility, Antwon stepped up to the plate and hit a home  
18 run with the operations ensuring the lab operate  
19 efficiently by meeting the 5-day compliance deadline  
20 with Medi-Cal.

21           He has had to run operations and meet all the  
22 expectations of his staff, incarcerated individuals, the  
23 management and branch management, while maintaining  
24 optimal performance and preparing the lab with a new  
25 line of equipment to save CALPIA money by not sending  
26 work to backup labs. Antwon has not only met all

1 expectations, but has exceeded them, or being enjoyed to  
2 work and be around, and I like that last part got him  
3 being enjoyed work it to be around, and I know every  
4 time I go down to CCWF and see Antwon he is always just  
5 so energetic, so happy. So, he's just a good example  
6 what staff should be like. But I also want to just  
7 recognize the great work that he's done in the optical  
8 program. And as I think all of us from the optical  
9 program is another one that's critical and crucial to us  
10 as an organization, and it is for lack of a better term,  
11 been a little bit under attack through some of the  
12 legislation that's come out the last couple of years,  
13 and we have had to ensure that our optical program is  
14 run as efficiently as possible. During Covid, it was  
15 very difficult to meet that statute or that contractual  
16 5-day turnaround period. And so, we did have to utilize  
17 backup labs. Backup labs are very costly. So, we try to  
18 minimize utilization of that. But we had to do it to be  
19 able to again maintain as close to that 5-day turnaround  
20 time as we can, so just appreciate your effort with  
21 that, and as we transition out of Covid to be able to in  
22 house process, those orders again meet our mission by  
23 allowing our incarcerated folks to do that work in  
24 house, and still be not just maintaining that 5-day  
25 turnaround time. But be now well, we love that just  
26 great work. And just again thank you for that. That's

1    been a huge, huge blessing to us. Thank you for that  
2    great work.

3               Let's invite up, Dean Palacios. Dean is our  
4    instructor of the year. So, Dean currently serves as an  
5    instructor over CALPIA computer coding program at the  
6    California Institution for Women. Dean is an asset to  
7    our team, consistently displaying exceptional skills and  
8    dedication.

9               Dean has made significant contributions to  
10   supporting and training students in our coding program  
11   and has been instrumental in helping students meet  
12   program milestones.

13              Dean has demonstrated a commitment to  
14   excellence in all aspects of their work, consistently  
15   going the extra mile to get the job done. Both the  
16   Administrator and Prison Industry Manager at CIW have  
17   shared that Dean is a team player and is always willing  
18   to lend a helping hand.

19              Dean sets an excellent example for other  
20   members of our team and is respected by everyone he  
21   works with. In addition to his outstanding service,  
22   working with incarcerated individuals. Dean was asked by  
23   the Associate Warden to support the creation of an  
24   Electronic Quarterly Newsletter at CIW.

25              Dean offers his own time to work with the  
26   designated group of incarcerated individuals, while they

1 brainstorm, write, produce layouts, and arrange the  
2 newsletter for final production. Dean is a worthy  
3 recipient of the instructor of the year. And

4           I again express my gratitude for the great  
5 work that you do with the coding program down there at  
6 CIW. As you know, our most recent recidivism study shows  
7 - you know, Michele talked about the overall numbers  
8 that 15% returned to custody the 85% not return to  
9 custody. And that's general overall for PIA. But if you  
10 look specifically at the CTE programs, it's less than  
11 that, and actually, significantly less than that. And  
12 it's you, Dean, and folks like you in the coding  
13 program, CTE programs and make that happen. You're a  
14 leader among that. So again, we thank you and appreciate  
15 that great work.

16           All right.

17           So, let's bring up Brian Cates. He is our  
18 Warden of the Year from CCI and Brian has been a  
19 constant supporter of CALPIA. When we were tasked with  
20 relocating our enterprise from Facility E to Facility A  
21 due to the announced closure of facility-E, the Warden  
22 and his executive team were proactive and assisted with  
23 ensuring CALPIA's Fabric Enterprise maintain a workforce  
24 while ensuring there was a robust waiting list of  
25 incarcerated individuals from the other facility. Warden  
26 Cates made it a priority to ensure that CALPIA had all

1 required resources to facilitate the move. Warden Cates  
2 personally spoke to incarcerated individuals on Facility  
3 A and encouraged them to apply for job opportunities  
4 with CALPIA and the newly relocated Fabric Enterprise.  
5 During institutional modified programs or other  
6 situations that limit incarcerated individual movement,  
7 Warden Cates ensures CALPIA is able to continue  
8 operations utilizing our critical workforce. Warden  
9 Cates maintains a positive approach and can-do attitude  
10 when faced with challenges and is instrumental in  
11 success for CALPIA's Enterprises at CCI.

12           And you know, I again want to just personally  
13 thank you for those efforts.

14           You've always been a huge supporter of PIA in  
15 general, and specifically, you know I think CAPLIA was  
16 not immune from that. Thanks that came out when  
17 different closures were announced, and to be able to  
18 help facilitate that move of the Fabric Enterprise there  
19 for us to have minimal if any impact on us just moving  
20 it, being able to facilitate that move together is huge  
21 for us, huge to be able to maintain continuity of that  
22 operation. And I mean, it's great for the incarcerated  
23 workers, but also great for our staff to help resolve  
24 and kind of calm the nerves there. So again, we just  
25 appreciate you and we are grateful for the support for  
26 us and what we do as a team working in collaboration



1 that we have. Thank you and Congratulations.

2 **{Employees taking Photos}**

3 CHAIR MACOMBER: Alright this time, the Board,  
4 will now recess for closed session. The Board will be in  
5 closed session to discuss pending litigation pursuant to  
6 Government Code section 11126. The host will place  
7 support members into a breakout room, where they will be  
8 separately to ensure that all members join, and on the  
9 breakout room I'll ask Board Secretary to call Roll once  
10 again, and then we'll be excused prior to discussions.  
11 Once the call session is complete, the members will join  
12 back into the regular meeting. Board Secretary, please  
13 call the role after we do the breakout, of course.

14 CHAIR MACOMBER: Alright this meeting is  
15 reconvened. For the record the Board discussed pending  
16 litigation in the closed session. We will now move onto  
17 public comments. This portion of the meeting is reserved  
18 for comment regarding items not on the agenda under the  
19 Bagley-Keene Act the Board cannot act on items raised  
20 during the public comment, but may respond, briefly to  
21 statements made or questions posed. They may request  
22 clarification or refer them to staff. Would anyone like  
23 to make a comment or address the Board?

24 As a reminder. If any member of the public  
25 would like to make a comment regarding this item, please  
26 have a Speaker Request form filled out and then come

1 forward and state your name and affiliation for any  
2 member of the public who is a virtual attendance. Please  
3 do dial \*9. If you're calling in or into your comment on  
4 the chat function via the Webinar meeting organizer will  
5 place you in order, and we'll call out your name and or  
6 the last 4 digits on your phone number when it's your  
7 time to speak. Please state your name and affiliation so  
8 that we can make a note in our records. Each speaker  
9 will be limited to 2 minutes for public comment.

10           Seeing no public comments online or in the  
11 room. This concludes our Prison Industry Board Meeting  
12 on December 19, 2023. Is there a motion to adjourn the  
13 meeting?

14           MEMBER PATTERSON: I would like to make a  
15 motion.

16           MEMBER QUANT: Second

17           CHAIR MACOMBER: Seconded. All in favor.

18           ENTIRE BOARD: Aye

19           CHAIR MACOMBER: The motion carries, and this  
20 concludes our meeting, and we are adjourned at 12:06pm.  
21 Thank you everyone.

22

23

24