

BOARD MEETING
OF THE
CALIFORNIA PRISON INDUSTRY AUTHORITY

Held in person and via zoom

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

THURSDAY, MARCH 21, 2023

10:00 A.M.

APPEARANCES

Board Members

Jeff Macomber, Chair
Darshan Singh, Vice Chair
Jemahl Amen
Dawn Davison
Mack Jenkins
Michael Lopez
Felipe Martin
Kyle Patterson
Carlos Quant

Staff Present

William Davidson, General Manager
Melinda Marion, Board Secretary
Suzie Changus, Chief Informational Officer
Debi Kamakani, Assistant General Manager, Administrative
Division
Michele Kane, Assistant General Manager, External
Affairs
Rusty Bechtold, Assistant General Manager, Workforce
Development
Nicole Collins, Assistant General Manager, Operations
Ray Meek, Assistant General Manager, Regulatory
Compliance and Marketing

Public Comment

None

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Reporter's Certificate

Transcriber's Certificate

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

2 March 21, 2023 10:02 A.M.

3 CHAIR MACOMBER: Without banging the gavel,
4 I'm going to call this meeting to order at 10:02 A.M. I
5 would also like to note that this meeting is being held
6 at a publicly Noticed location. We'll start with the
7 roll call. We'll begin by asking the Board Secretary to
8 please call the roll.

9 SECRETARY MARION: Okay. Good morning,
10 everyone. Calling roll. Chair Macomber?

11 CHAIR MACOMBER: Here.

12 SECRETARY MARION: Vice Chair Singh? I see he
13 raised his hand.

14 Member Aghakhanian?

15 Member Aghakhanian?

16 UNIDENTIFIED SPEAKER: I haven't seen him.

17 SECRETARY MARION: Okay. Member Amen?

18 UNIDENTIFIED SPEAKER: He's late, he called
19 in.

20 SECRETARY MARION: He should be joining
21 shortly so we'll come back to that when he joins.

22 Member Davison?

23 MS. DAVISON: I'm here. Good morning.

24 SECRETARY MARION: Member Jenkins?

25 MR. JENKINS: Present.

1 SECRETARY MARION: Member Lopez?

2 MR. LOPEZ: Here.

3 SECRETARY MARION: Member Martin?

4 MR. MARTIN: Here.

5 SECRETARY MARION: Member Patterson?

6 MR. PATTERSON: Present.

7 SECRETARY MARION: Member Quant?

8 MR. QUANT: Here.

9 SECRETARY MARION: And Member Vaughn?

10 So, at this point let the record show that we
11 have a quorum of eight members.

12 CHAIR MACOMBER: Thank you. Welcome, Board
13 Members and attendees. Thank you for being here today
14 for today's Prison Industry Board Meeting. I would like
15 to note that this Board Meeting is being conducted both
16 in person here at the CalPIA Showroom and via
17 teleconference, pursuant to the provisions outlined
18 Government Code 11133. I would also like to introduce
19 and welcome our newest Board Member, Kyle Patterson.
20 Thank you for being here today. Kyle was appointed to
21 the board by Governor Newsom--

22 SECRETARY MARION: Did you touch something?

23 CHAIR MACOMBER: Governor Newsom in 2015. He
24 was appointed as a trustee, special representative to
25 Southwest Mountain States Regional Council of

1 Carpenters. Mr. Patterson fills the position previously
2 held by Curtis Kelly. I'd like everyone to please
3 welcome me joining Mr. Patterson here today. And Mr.
4 Patterson, do you have anything you'd like to say or any
5 opening remarks?

6 MR. PATTERSON: So, thank you all for giving
7 me an opportunity to be considered for a position like
8 this. Like you all have mentioned, Jeff, my name is
9 Kyle Patterson. I'm a representative for the Southwest
10 Mountain States Regional Council of Carpenters. I've
11 been a carpenter now for-- November will be 23 years for
12 me. God's been good in my life. I didn't even think I
13 would even be in a position like this to be able to give
14 back to folks in the inner city where I grew up at.
15 Just introducing to them another alternative way. A way
16 they can feed their family, put some food on the table,
17 and just live a prosperous life

18 We all hear about the stories of, you know,
19 the picket fence and the white houses and all that kind
20 of stuff. A little bit of the American dream, and I'm
21 glad to be a part of that. This is a trade that was
22 afforded to me through a program that I went through
23 called the Century Freeway Program back in 2000.

24 I hope I'm-- is this the right time for this?

25 CHAIR MACOMBER: Perfect, perfect.

1 MR. PATTERSON: Yeah. So, I came through a
2 program back then called Century Freeway Program. It
3 was in the city of Lennox, close to Inglewood. And you
4 know, it was one of those things to where I ran into
5 some trouble as a youngster. I was 17, 17. I was going
6 to Suzanne Miller Dorsey High School. I got caught up
7 with some stuff, the wrong crowd. Six years three
8 months later I came back home. I got tried as an adult.
9 So, I was in that system, '94 when that happened.

10 And I still was just looking for a mentorship.
11 Somebody that I could look up to, right? That's what
12 every kid growing up where I came from is looking for,
13 that direction. And other folks that I had around me
14 were into all kind of things. And you just-- at that
15 age, you're just impressionable and you want to fit in
16 trying to find yourself. And this was just one of those
17 things where I had to take the long way about it, bump
18 my head a few times. But I know the guy had a place for
19 me because I could have easily been there, and who knows
20 what the outcome would've been.

21 So fast forward, came home, and I met my wife.
22 I went to the parole office, and I seen this flyer on
23 the board and it said-- all I remember about the flyer
24 was \$1,345 once you complete the program. It was eight
25 weeks of training. It was an introduction to the

1 construction industry. And that's what I was looking
2 for. Cause at that point, 1,300 was already spent. I
3 was trying to find me a car and just trying to map
4 things out. There was a job site-- once they told me
5 how easy it was to become a carpenter, there was a job
6 site on the corner, Exposition and Vermont, at the USC
7 dorms that was built in 2000. And that's where I
8 started my journey. From there, it's just been
9 consistently working. Again, thank you, Lord.
10 Appreciate that.

11 You know, I worked my way up to become a lead
12 man, a foreman. I got an opportunity in 2015 to
13 represent the membership. So, I came on staff, and now
14 I'm an organizer, representative for the members. I'm
15 also a Trustee for the Southwest Mountain States
16 Regional Council on the executive committee.

17 So, this is just one of those things to where
18 I'm so fortunate right now. We all are. You know, and
19 when you talk about community wealth and what that
20 means. To me, it's more than just a slogan. It's
21 something that comes from right here. Cause we live in
22 our communities, we spend money in our communities, and
23 we just want to have opportunity to build in our
24 communities. So again, thank you all. Hope I wasn't
25 too long winded.

1 MR. JENKINS: Not at all.

2 MR. PATTERSON: I'm just glad to have the
3 opportunity.

4 MR. JENKINS: Thank you.

5 MR. PATTERSON: Welcome.

6 CHAIR MACOMBER: Thank you, Kyle. Think
7 you'll bring a great perspective to this committee
8 moving forward. So, glad you shared your experiences.

9 I'd also like to share, before we move on,
10 that I think many of you probably saw the Governor's
11 press conference at San Quentin on Friday. And kind of
12 the cornerstone of that press conference was held in the
13 old PIA furniture factory that was going to be converted
14 to rehabilitation space in line with where we're going
15 in California, with what we call a California model.
16 So, I thank the Board and PIA team for making that space
17 available to us to kind of re-envision that going
18 forward. And if you haven't seen it, there's all kinds
19 of stories on the internet about it that you can look
20 up. So, I want to share that as well. So, thank you
21 too.

22 Any questions on that?

23 A note about public comments. If any member
24 of the public would like to comment, please fill out a
25 speaker request form and hand it to the board Secretary.

1 Any members of the public who are on the line right now
2 would like to comment, we will give out further
3 instruction on how to raise your hand and let the
4 organizer know that you would like to speak. I would
5 request that everyone announce your full name and
6 affiliation, if necessary, before speaking so there is
7 no confusion. Each speaker will be limited to two
8 minutes for public comment.

9 Now I would like to open the floor for opening
10 remarks from the Board Members. Would any Board Members
11 like to share any opening comments?

12 MR. JENKINS: Mr. Chair, I would. Thank you,
13 Mr. Chair, General Manager. And all I want to say is it
14 feels good to be here in person. Zoom has its place,
15 it's definitely very efficient. But I'm just happy to
16 see all of you in person, and looking forward to a very
17 productive Board Meeting. So other Board Members when
18 you guys can get here, hopefully you guys can be here in
19 person. And welcome, again, to our newest Board Member.

20 CHAIR MACOMBER: Thank you, Mack. Anybody
21 else? Hearing none. Thank you, Mack. We'll move on to
22 the General Manager's comments. Mr. Davidson?

23 MR. DAVIDSON: Hey, good morning, Chair
24 Macomber, and members of the Board. And it is great to
25 be with you this morning, and it's really been quite a

1 start to this new year. And first just want to welcome
2 you, Mr. Macomber, to your new appointment as the
3 Secretary of CDCR and as Chair of this Board. And I
4 personally look forward to continuing to work with you,
5 and just I'm appreciative and grateful for the many
6 years of support that you've been to CalPIA, and been a
7 champion and advocate for us. And just look forward to
8 continuing with that.

9 And I too am just thrilled with Governor
10 Newsom's appointment with Mr. Patterson to the Board.
11 And I had the privilege of meeting with Mr. Patterson
12 about two weeks ago. And in my humble opinion, he is
13 exactly who we need on the board at this time.

14 He has a perspective and an insight that will
15 be invaluable as we continue to provide rehabilitative
16 services to the incarcerated population. I was also
17 very impressed with his level of commitment and desire
18 to contribute to our mission, and to help CalPIA
19 continue to evolve and enhance the way in which we make
20 changes in these individuals' lives. So, again, welcome
21 Mr. Patterson.

22 And another exciting addition, or actually
23 it's really a reintroduction to the CalPIA team is the
24 return of Suzie Changus, our Chief Information Officer.
25 And I couldn't be more happy and thrilled to have Suzie

1 back. And she has not missed a beat in her return to
2 CalPIA and in her role as the CIO, and also leading the
3 strategic planning efforts and the SAGE implementation,
4 which I'll talk a little bit more specifically about
5 that in a few minutes. But again, welcome back Suzie.
6 The team is and feels whole again. So, thank you. And
7 I also just want to take a second and thank Andy
8 Brannan, who filled in admirably for Suzie while she was
9 away, but great to have you back.

10 Now before I cover a couple of other items, I
11 want take a minute and just play a video of a feature
12 story that KNBC ran out of Los Angeles ran a couple of
13 weeks ago. The story is-- it's a feature story that
14 focuses on the dive program down at the California
15 Institution for Men and Kenyatta Kalisana, our dive
16 school instructor. I'm sure that most of you have
17 probably already had the opportunity to see this story,
18 but I thought it'd be important to again show it here in
19 this public meeting for all of us to be able to see the
20 great work that Mr. Kalisana continues down there at
21 Chino. So, if we can go ahead and-- it's about a two
22 and a half minute video here.

23 (Whereupon the video was played)

24 UNIDENTIFIED SPEAKER: When did that air?

25 CHAIR MACOMBER: So that aired about two weeks

1 ago?

2 MR. DAVIDSON: Two weeks ago, two weeks ago.

3 So, yeah.

4 UNIDENTIFIED SPEAKER: Very impressive.

5 MR. DAVIDSON: And I do want to thank Michele
6 Kane, and Stephanie Eres. They're the ones who really,
7 really made this happen. But, you know, we truly are
8 trying to make a concerted effort to educate as many,
9 and inform as many people as possible about the great
10 work that's done both in our CTE program as well as in
11 our enterprises throughout the state. And I think that
12 was just a very well done. And again, it ran as a
13 feature story on KNBC, and just a great representation
14 of the work.

15 So now I just want to give a few operational
16 updates to some of the things that have happened over
17 the past couple of months and the preview of some
18 efforts that we have in the next coming months. And
19 first I want to give you an update on what we're doing
20 with the implementation of our new enterprise resource
21 planning system. And this is a system that we call
22 SAGE.

23 Now, we reached a significant milestone on
24 this effort in late January when we completed what's
25 called basic configuration. And I'm not going to try to

1 get too techy on this because quite frankly I can't, I'm
2 not a techy person. But by completing this phase of the
3 project and using an analogy of building a house, we
4 have the foundation complete for this new system.
5 Fundamental structure for the new system is in place and
6 we're now processing, or progressing through the early
7 stages of development across various areas of the
8 system.

9 We are on track to roll out the first phase
10 sometime late this summer, and we'll be rolling the
11 system out in stages. We plan to first roll out at
12 Folsom State Prison in order to be able to closely
13 monitor the implementation, and be able to quickly
14 respond to and address issues as they're identified.

15 This will also give us the opportunity to
16 mitigate potential future issues and plan for effective
17 and timely resolution throughout the deployment phase.
18 A number of our staff who will be using the new system,
19 they have been able, over the past couple of weeks, to
20 experience its look and feel in a prototype, or a
21 sandbox, or a test environment. And I can tell you that
22 excitement and anticipation is building throughout the
23 organization as we continue to steadily progress with
24 the development and maturity of this new enterprise
25 resource planning system.

1 We also note that as we continue and move into
2 the testing phase, that we will have some challenging
3 and difficult days as we go through this. And that is
4 the nature of implementation of any new IT system. But
5 we're preparing ourselves to be ready for those
6 difficult days and to stay focused on working through
7 the issues that arise rather than becoming frustrated
8 and discouraged by them. But again, overall, we're very
9 pleased with where we are in the progress of this
10 project, and our folks have been working very closely
11 and very well with our vendor to see a successful
12 rollout, again, beginning in the coming months.

13 Next, we've had an ongoing struggle as I think
14 many of you know, to recruit, to hire, and to retain
15 civil service staff in our custodial classifications. A
16 few months ago, we redirected one of our administrators
17 out in the field for his work to be solely focused on
18 recruiting for these positions and lowering our overall
19 custodial vacancy rates. And through his efforts, and
20 along with the tremendous focus in the work by our human
21 resources team, since the 1st of January we have
22 appointed 81 new custodians, and that has lowered our
23 vacancy rate in the custodian classification by more
24 than seven percentage points. So, I just wanted to put
25 that out there and let folks know that great effort and

1 progress has been made in filling those positions and
2 being able to retain staff. And that's been a great
3 effort.

4 And also, we've made a concentrated effort
5 over the past several months to reduce the number of
6 grievances that we received from our civil service
7 staff. And we were previously receiving an average of
8 at least two or three new grievances every month. Our
9 labor relations officer has been conducting focused
10 training with managers and supervisors on how to work
11 effectively with staff and better communicate and
12 explain why decisions are made in order-- in an effort
13 to increase transparency and information sharing. And
14 over the past 18 months, he's trained over 200 managers
15 and supervisors across the state.

16 And as a result, the number of grievances has
17 dropped significantly. In fact, we had over a three-
18 month period where we had not received any new
19 grievances at all. And I have to say I was a little
20 saddened yesterday when I got a note from-- and I was
21 going to be excited today to say we have no open
22 grievances, but yesterday we did get a new grievance.
23 So, we have one open grievance today, but prior to
24 yesterday we had zero open grievances.

25 But I do want to give though kudos to Phil

1 Auzins, who is our labor relations officer, for his
2 solid efforts to train and educate our staff regarding
3 the grievance process and how we can more effectively
4 work in collaboration to resolve these
5 misunderstandings. So, it's been a great, great
6 progress that's been made in that area as well.

7 Now I want to just take a moment and let you
8 know about a process that we do regularly and
9 systematically to review and assess each of our 27
10 enterprises. Each month we dedicate one full day, and
11 it's the third Wednesday of each month, to what we call
12 our Business Review Meetings. And each month we have
13 either four or five enterprises for which we conduct a
14 comprehensive review of the operational and financial
15 performance of the enterprise. Through this schedule,
16 we're able to conduct this review for each enterprise
17 twice a year.

18 At these meetings, most of the executive team
19 participates along with Prison Industry managers, the
20 product management specialists, and field
21 superintendents who are responsible for the enterprise
22 being reviewed. And the specific areas covered in these
23 reviews include the following; it's not only these areas
24 that we cover, there are other things depending on the
25 situation, but generally these are the areas that we

1 would cover in these Business Review Meetings: an
2 assessment of reviews and expenditures and a projection
3 of both for the remainder of the year; discussion of
4 potential new products being developed; identification
5 of potential new customers; the review of incarcerated
6 workers' positions both that are filled, and as well as
7 the number who are actually showing up on average each
8 day; a review of certifications and apprenticeships
9 earned by incarcerated individuals; interaction and
10 collaboration between field and central office staff;
11 and identification of any civil service staffing issues
12 or concerns; and review of any equipment or capital
13 needs for the enterprises.

14 These Enterprise Review Meetings have been and
15 will continue to be valuable to us in our ongoing
16 efforts to continually assess the viability and strength
17 of our enterprises, and allows us to identify
18 opportunities to expand and build on our current
19 operations, while at the same time allowing us to make
20 adjustments or modify those enterprises that might not
21 be performing to the level that they're expected to
22 perform to.

23 And while we hold these Business Review
24 Meetings for each enterprise every six months, I will
25 also say we don't wait just for the next six months. We

1 also, to a bit of a smaller scale, but each month we
2 hold other Financial Review Meetings in which we look at
3 the performance of each enterprise on a monthly basis as
4 well, just not to the depth and level that we do in
5 these Enterprise Review Meetings. But I thought it was
6 important to share with the Board that process that we
7 have in place, and we have had for a little while now.
8 But it is very helpful in us to be able to assess the
9 enterprises that we have operating.

10 Now on a little bit of a less positive of a
11 note, Senate Bill 340 was introduced last month. It is
12 essentially a repeat of last year's SB 1089 looking to
13 allow opticians who process Medi-Cal orders to be able
14 to go through optical providers other than CalPIA. The
15 author of this year's Bill is Senator Eggmann with
16 Senator Wilk as a co-author. And as you remember,
17 Senator Wilk was the author of last year's bill.

18 The reasoning and justification for this bill
19 are no different than last year's bill. The author
20 cites issues with quality and turnaround times. And I
21 will say that the quality of the products that we
22 produce is excellent. We have a redo rate that has
23 consistently been at or below one percent of the orders
24 produced, which is lower than the industry standard.
25 And our turnaround times have been very near-- we're

1 right at five days since June of last year. And we have
2 achieved all of this while producing an increasing
3 number of orders each month.

4 So again, I just want to make sure that
5 everybody's aware that that bill is out there, and we
6 will continue to make sure that we educate legislators
7 and provide information correcting some of the reasoning
8 put out for this bill, and do what we can so that this
9 bill does not hurt or affect our optical enterprise.

10 Next, I just want to share last month on
11 Wednesday, February 22nd, Michele Kane and myself, we
12 had the opportunity to attend the Board of Parole
13 Hearings public meeting. And we requested to attend
14 this meeting for the purpose of giving an overview of
15 who CalPIA is and what we do. And unlike our meeting
16 last year with the Chief Probation Officers of
17 California, or CPOC, most of the commissioners with
18 Board of Parole Hearings are at least somewhat familiar
19 with us, and had a ni-- we were able to have a nice
20 presentation and discussion with them.

21 We shared the recidivism study with them and
22 as well as the report to the legislature. And we also
23 were able to discuss the results of the recidivism study
24 and discuss opportunities that we may have going forward
25 to work more collaboratively with them. And again, I'm

1 appreciative. They had a very, very packed agenda that
2 day, but they still allowed us to come and share that
3 and were very engaged in that discussion.

4 We will be having some follow up discussions
5 with Executive Director Jennifer Shaffer to further this
6 effort. And this is just another step that we're making
7 to reach out to our stakeholders and partners to help
8 educate and inform them on what CalPIA is doing and how
9 we can work closely, and work together.

10 And finally, the last thing that I wanted to
11 share just to report on the all-staff meetings that
12 we've begun again this year. In following the model
13 that we set last year, our executive team will hold a
14 series of meetings with our staff throughout the state.
15 The purpose is to improve our communication and share
16 with staff in person what is going on across the
17 organization, and then allow staff to be able to ask
18 questions of the executive team.

19 We've received very positive feedback from
20 prior all-staff meetings that we've held. But three
21 weeks ago, we had what I thought was the best all-staff
22 meeting that we've had yet. And the reason why I feel
23 that it was the best was because of the level and focus
24 of the engagement of the staff. In past meetings, much
25 of the questions and the discussion has focused on

1 issues related to employee benefits, salary increases,
2 and other things related to their own employment. And
3 these questions are great. They're necessary and we
4 encourage them to ask these questions and whatever is on
5 their mind.

6 However, when we were down a few weeks ago,
7 meeting with staff from RJD, from Centinela, Calipatria,
8 Ironwood, and Chuckawalla Valley, their questions were
9 all about how they can better help the incarcerated
10 workers prepare and position themselves to be able to
11 gain solid employment as soon as possible when they
12 leave prison. And maybe it was just because Debi
13 Kamakani had done such a great job in her presentation
14 sharing information on the other typical questions.

15 But the staff asked no questions regarding
16 those things. It was all about what they can do to help
17 ensure that the training that they were providing met
18 the needs of the individuals. And their focus, again,
19 was solely on how to better achieve our mission and more
20 effectively serve the incarcerated community.

21 As an executive team, I think collectively we
22 all felt a sense of focus and commitment on the part of
23 all those who were in attendance. And truly, it was a
24 memorable moment. So, we're excited and just look
25 forward to the remainder of our all-staff meetings this

1 year. And so those are the things that I wanted to
2 share, and the comments that I wanted to make.

3 SECRETARY MARION: Real quick, let the record
4 show that member Amen has joined meeting

5 MR. AMEN: Good morning, everyone.

6 MR. DAVIDSON: Good morning.

7 MR. JENKINS: So, I have a couple comments
8 then on yours. Going in reverse order, especially on
9 the last one, the part about all-staff meeting and the
10 fact that the staff's focus was on the mission of the
11 agency. I think that's phenomenal. What do you
12 attribute that to? I have thoughts in my head, but I'm
13 curious what, what's kind of been that refocus?

14 MR. DAVIDSON: I don't know that I can
15 pinpoint a specific item, but I can tell you that it's
16 been more and more that is what people are focused on.
17 And I think why people like working for CalPIA is that
18 mission. And I think that there are, you know,
19 oftentimes people have opportunities to go and do
20 different things, but they don't. They stay because of
21 that mission. They're understanding the impact that
22 they truly make in individual's lives, and that has
23 meaning, that has purpose. And I think people just
24 simply feel that and understand that.

25 MR. JENKINS: I don't think that can be

1 overstated, the importance and significance. It does
2 make me wonder too though, and I don't know this, but do
3 the staff know about the recidivism study and the
4 difference that the programs are actually empirically
5 shown to be make in the lives of those persons? I take
6 it that they do.

7 MR. DAVIDSON: I believe that they do. And
8 then I can tell you-- so the structure at these staff
9 meetings is each member of the executive team shares
10 some of the things going on in their areas. And I kick
11 it off and always-- that's what I lead with is the
12 recidivism study, the results of the recidivism study.
13 And then I share-- and you were there at CMC.

14 MR. JENKINS: Mmm hmm. Yeah.

15 MR. DAVIDSON: And it's basically that same
16 message.

17 MR. JENKINS: You have a tagline, what is it?
18 Don't be in the--

19 MR. DAVIDSON: Don't be in the 85 per--

20 MR. JENKINS: Don't be in the-- yeah.

21 MR. DAVIDSON: Don't be the 15 percent--

22 MR. JENKINS: Don't be the 15--

23 MR. DAVIDSON: -- be the 85 percent.

24 MR. JENKINS: Yeah, I heard somebody actually
25 repeat. I had a conversation with Timothy Jackson and

1 somebody repeated that line. That's pretty good. So, I
2 think that-- yeah, I commend you for that and all of the
3 staff, I think that's exceptional. That's what is
4 important to hear, that the staff are focused on what
5 the whole agency is about. That is exactly where we
6 want to be.

7 MR. DAVIDSON: Well, and if I could add to
8 that too, I mean these folks here, our executive team,
9 are 100 percent bought in and behind that mission and
10 that understanding as well. And they are reaching out
11 each day to staff. So, I mean that message is out and
12 being very well received.

13 MR. JENKINS: Well done. Nice job to all of
14 you.

15 I do have one question. When you were talking
16 before about the custodian positions filled, were you
17 talking about incarcerated persons? Or were you talking
18 about--

19 MR. DAVIDSON: I'm sorry, our civil service
20 positions--

21 MR. JENKINS: Civil service.

22 MR. DAVIDSON: Yes.

23 MR. JENKINS: Okay. (INDISCERNIBLE)

24 MR. DAVIDSON: Thank you.

25 MS. DAVISON: I have a question. Hello.

1 MR. DAVIDSON: Hi, Dawn.

2 MS. DAVISON: Hi. I feel so far away.

3 MR. DAVIDSON: I have to be honest. I also
4 feel very far away.

5 MS. DAVISON: I just want to echo what Mack
6 said. The fact that the staff are thinking about their
7 roles with the incarcerated persons is fabulous. So,
8 you all are doing a fabulous job. I know that that's
9 something that the CDCR side was-- tried to get folks
10 in-- you know, going in that direction for a long time.
11 And I think that they're finally starting to get there.
12 But that they echo back to you their happiness about
13 their roles with the incarcerated persons becoming
14 productive people, not only inside but outside, is
15 fabulous. So, I just wanted to comment about that.

16 Then I have a question. With the custodian
17 hires, you said that you sent an administrator down;
18 wherever, Southern California, wherever down is. And
19 you've been able to hire 81 new ones. How did you do
20 that? Or how did they do that? That's pretty fabulous
21 too.

22 MR. DAVIDSON: You know, I could probably
23 speak at a high level to that, but maybe I could invite
24 Debi to come in. So again, just to clarify, so the
25 administrator had been our administrator down at Salinas

1 Valley and CTF, and had done great work with you know,
2 recruiting and retaining there. So, we said we need--
3 his name is Ramiro Gomez. We need Ramiro to help us on
4 a statewide level with this. And so, Ramiro was pulled
5 in. And Debi and her HR team were also just very, very-
6 - and have been and continued to be highly engaged and
7 involved in this effort. And so, Debi, can you maybe
8 share some of the specific things that your folks have
9 done?

10 MS. KAMAKANI: Sure. One of the main things
11 that we realized is our field staff are not HR staff.
12 And sometimes our recruitment packages were coming in
13 missing key pieces, which delays the entire process.
14 So, by having one person be the liaison to bring all of
15 those packages through and help us ensure that we're
16 getting what we need.

17 The other piece is we changed the way we were
18 advertising our positions. Instead of doing one large
19 advertisement, we started approaching to advertising
20 individually. We also began realizing, as I dug into
21 the weeds more, that a good number of folks that apply
22 for our custodian positions are not aware of how civil
23 service works. And so, while they may be qualified,
24 they're not on the applicable list, employment list.
25 And so, we've been providing information to our

1 recruitment team that we do continue to MQ and process
2 those apps. But before interviews are held, we have
3 someone actually reach out and explain to them that
4 they're not on the list, they need to take it. And
5 we're-- we've also been holding three times a week how
6 to get a state job with PIA-specific webinars three
7 times a week without fail.

8 We've had just in-- since January, about 400
9 new applications for new custodian applicants go out to
10 our field staff. So, think in changing some of our
11 processes, changing some of our outreach, we've really
12 been able to work through the candidates. And as we
13 speak today, we're partnering with CDCR to fill-- we
14 have 19 vacancies in the Bay Area near Solano, San
15 Quentin, and CMF, and we're doing a hiring event there
16 today, partnering to offer jobs on the spot for
17 custodian vacancies at those three institutions. So,
18 we're just kind of throwing everything we can at it to
19 bring those vacancies down.

20 MS. DAVISON: Well, kudos to you and your
21 staff, because you saw a problem and you analyzed ways
22 to make it better. And it works, so that's fabulous.
23 Thank you.

24 MR. KAMAKANI: Thank you.

25 UNIDENTIFIED SPEAKER: Thanks, Debi.

1 CHAIR MACOMBER: Right. Thank you, Mr.
2 Davidson. We'll now move on to our meeting items.
3 Information Item A, Workforce Development Update. Mr.
4 Davidson?

5 MR. DAVIDSON: I'd like to invite up Rusty
6 Bechtold, our Assistant General Manager for Workforce
7 Development.

8 MR. BECHTOLD: Morning. Well, everyone, good
9 morning, Mr. Chairperson, members of the Board. My name
10 is Rusty Bechtold. I'm the Assistant General Manager of
11 the Workforce Development for California Prison Industry
12 Authority. Today I'm providing information on several
13 WDB, or Workforce Development Branch, key projects
14 directly related to CalPIA's, strategic goal of reducing
15 incarcerated individual recidivism.

16 The update I'm providing is located in your
17 packet under Information Item A in your binder, if you'd
18 like to read along. I'll provide a summary of the most
19 current updates on each of the projects.

20 Project number one is on the recidivism study,
21 phase two of our recidivism study that we talked about
22 earlier. CalPIA and University of California Irvine
23 executed a second study in 2023 to conduct a sorted
24 group study, the first phase of the data. The study
25 plans to generate recidivism rates by CalPIA enterprise

1 and industries, and the career technical education
2 programs by group.

3 The grouping results will determine which
4 CalPIA industries-- the grouping result will determine
5 which CalPIA industries demonstrate a lower recidivism
6 rate upon release and parole. The study results will
7 assist CALPIA in making better future decisions
8 regarding training needs and business operations. The
9 estimated due date on that, the draft study, will be
10 available by June of 2023.

11 Number two is a civil service job placement.
12 The Prison to Employment, or otherwise known as P2E
13 Initiative, CalPIA, which is the project manager, and
14 the other agency partners, conducted two Prison to
15 Employment Initiative assignments in 2021 and '22. The
16 California State Civil Service hiring events. One was
17 located at state-- at the Solano State Prison and one
18 was located at the CCWF.

19 We plan to offer-- we planned and offered
20 civil service jobs to incarcerated individuals pre-
21 release. The positive results obtained in past two
22 events, including 30 Caltrans intent-to-hire letters,
23 and currently five that are released and working in
24 Caltrans. And some of them actually have permanent
25 full-time positions as of today.

1 Due to the success of the prior events, CalPIA
2 plans to continue these events in 2023 with our partner
3 and other state agencies. Caltrans has agreed to
4 sponsor this year's 2023 hiring event. Caltrans
5 determines which California region which has the greater
6 employee need, which usually is either in Northern Bay
7 area or the Los Angeles area. CalPIA determines the
8 institution based on Caltrans' region, and we then look
9 at the highest release of incarcerated individuals to
10 that particular region. Hiring events launched the
11 planning phase in late spring, and the completion is
12 usually in the fall.

13 Number three is the Entry to Employment
14 Network, or otherwise what we call the E2E Network.
15 It's the connection to employment. And what I'd like to
16 note about this one is that this was actually inspired
17 by the Prison to Employment Initiative put on by
18 Government Ops, and is now CALPIA's lead. E2E network
19 objective offers CALPIA incarcerated individuals an
20 opportunity to make a connection and obtain employment
21 prior to release from prison. I want to note that,
22 prior to release from prison.

23 CalPIA continues to lead the way in this
24 institution job search capability, and will be the first
25 to offer this method of pre-employment connection. It

1 is the mutual desire between CalPIA and the EDD, or the
2 Employment Development Department, to assist individuals
3 to obtain permanent employment. The E2E network will
4 share an existing EDD platform and database -- otherwise
5 what we know as CalJOBS today, if any of you have
6 experienced that -- services inside the institution
7 prior to release. CalJOBS is a web-based job assistance
8 system operating at a secure desktop connection, or a
9 kiosk at a secure CalPIA location. E2E network will be
10 provided incarcerated individuals with access to most
11 CalPIA or CalJOBS tools, but will not allow access to
12 internet web-based sites, emails, or direct messaging or
13 map applications.

14 The incarcerated individual will receive full
15 access to EDD's CalJOBS system at the time of release.
16 So, they'll be transferred over to the full EDD CalJOBS
17 site once they've been on parole or released back into
18 their communities. This full access will allow a
19 seamless transition to receive further EDD services
20 connected to the local American Job Centers, or AJC's,
21 and access to their own resumes and employer contacts
22 that they developed while they were incarcerated.
23 CalPIA plans to apply the E2E network project at central
24 office here in June of 2023 with an anticipated
25 implementation to 13 institutions statewide by the fall

1 of 2023.

2 The last section I want to talk about today is
3 the Transition to Employment program. CalPIA's Industry
4 Employment Program, or otherwise known as IEP, developed
5 in 20-- developed in 2022, a process to electronically
6 shared incarcerated individuals' transition to
7 employments documents, such as training certificates,
8 work history, et cetera. CalPIA started a pilot first
9 with CDCR's Division of Adult Paroles, or DAPO, in
10 Southern California. The pilot determined what
11 information in the IEP transition package aided DAPO
12 agents in providing a more successful reentry program
13 and service.

14 The pilot commenced in late 2022 and
15 implemented a statewide model in late January of 2023.
16 CalPIA has transmitted electronically currently to date
17 over 35 packages to DAPO agents in the first two months.
18 IEP's Transition to Employment services being offered
19 increased from 50 percent of last year to over 80
20 percent this year. So that means we are offering
21 services to a larger number of our released individuals
22 than we did last year already, just in the first two
23 quarters of this fiscal year.

24 Increases done by continued support and
25 services by the workforce development coordinators, IEP

1 currently added tracking measures to gather additional
2 data on why incarcerated individuals were declining
3 transition services. So, there-- we do not require them
4 to participate in the transition program. So, if they
5 decide not to participate, we're now adding to our
6 program other data so we can figure out why those
7 transition services weren't required so we can provide
8 better services to them and the agents. This concludes
9 my presentation. I'll be glad to answer any questions
10 you have at this time.

11 MR. JENKINS: So, I don't have questions, but
12 just comments. And Dawn and I, along with Troy, work
13 with Rusty on the-- what's the name of our committee?
14 Employment committee?

15 MR. BECHTOLD: Incarcerated Individual
16 employment. Yeah.

17 MR. JENKINS: So, I feel like we got quite a
18 bit of a preview of what you just shared here now. And
19 again, I'm confident for all the extraordinary work that
20 you've been doing. Cause I do think this is a
21 reflection of, and fully consistent with the messaging
22 that clearly is getting to the staff about the mission
23 and purpose of CalPIA, and these are some practical
24 examples of that. Practical examples. And the one--
25 this last one, Transition to Employment program

1 statewide, and partnering with them. You know,
2 obviously, we had a lot of conversations about that. So
3 again, very, very pleased to see how it's been moving
4 forward.

5 And I'm not sure if you made any comment about
6 what you heard back from the DAPO management structure.
7 Probably haven't heard from their individual agents
8 about this connection that's kind of an information
9 chain that's being built.

10 MR. BECHTOLD: We're still getting a lot of
11 feedback from upper management of getting to know what
12 we're doing, and how they can help disseminate our
13 information so that we can get better buy-in with the
14 agents out there about what this is. That this isn't
15 just another piece of work that that's not make any
16 difference. So--

17 MR. JENKINS: That makes sense. I mean I
18 understand that completely. But I'm going to suggest
19 that many of the agents themselves will ultimately
20 recognize this as an additional tool for them in the
21 work that they're doing with people that are leading
22 custody, and leading into the community. Because this
23 kind of connection, this information actually makes
24 their jobs easier. I would say on probation side. I
25 know it makes a probation agent's job easier. So, I'd

1 be glad when my CPOC colleagues get off their butts and
2 start (INDISCERNIBLE) in the same way.

3 So again, just compliment you. And I'll come
4 back also to the recidivism study phase two, then we
5 talked about that. And I just think the potential there
6 is extraordinary. We already know from the round one
7 that the participation in CalPIA programs makes a
8 difference. And now to be able to delineate, if I
9 understand this correctly, correct me if I misspeak, but
10 we'll be able to, if this is successful, know a little
11 bit more about the individual programs and know which
12 ones have more of an impact than others. And as I think
13 you mentioned, make decisions accordingly.

14 MR. BECHTOLD: Right.

15 MR. JENKINS: It's just the potential and
16 opportunity there is also just really high. And you're
17 getting Susan Turner to do this and work in her
18 retirement.

19 MR. BECHTOLD: We are, yes.

20 MR. JENKINS: Well that's a--

21 MR. BECHTOLD: We're lucky. I'm glad they
22 still have her on the team.

23 MR. JENKINS: Well -- you know, she's a friend
24 of mine so I know she's doing it. She's definitely
25 finding some--

1 MR. BECHTOLD: She's been there at every
2 meeting, so.

3 MR. JENKINS: That's awesome. Yeah.

4 MR. BECHTOLD: Okay. So, we appreciate
5 whatever leverage that friendship.

6 MR. JENKINS: I just know she enjoys it. She
7 likes-- she likes when the meeting (INDISCERNIBLE), she
8 likes being able to influence productive efforts.

9 MR. BECHTOLD: And to answer your question
10 about the DAPO agents and the Southern California region
11 example. Before we moved into the full implementation,
12 they actually fed back to us by saying, I don't have to
13 look up any of this information now it's at my
14 fingertips. So, when they say I don't have any job
15 skills or I don't know what to do, they have it there in
16 front of 'em and can counter that with the individual
17 and saying, "According to this document that I got from
18 PIA, you have all this experience, so let's go." They
19 don't have to look up, they don't have to spend the time
20 doing that.

21 MR. JENKINS: Yeah, I think that's a great
22 example. And they don't even necessarily have to
23 counter them. It's about engaging them. I think you
24 told the story in subcommittee once about somebody who
25 was underplaying their experience about what they had--

1 experiences that they have gained in their time from
2 their programs. It could be (INDISCERNIBLE), but it was
3 sometimes the individuals themselves don't appreciate,
4 perhaps, some of the benefit of some of the
5 participation in programs and the certifications that
6 they've received. However, I just-- what I'm suggesting
7 again is the parole agents can engage with them and say,
8 "Look, no, you've done this. You completed this
9 program, you have this certificate. You-- we can-- this
10 is going to make it easier for us to try and connect you
11 with some employment opportunities." I just-- I believe
12 that. That's the opportunity.

13 MR. BECHTOLD: Converting the packet into an
14 electronic document and not only being able to transfer
15 to DAPO agents, but we also transfer a lot of them to
16 the individual when they're released, because they lost
17 it, didn't take it with them.

18 MR. JENKINS: Right.

19 MR. BECHTOLD: The dog ate their homework
20 kind of thing, where now we can send it to when they ask
21 awesome.

22 MR. JENKINS: Sounds awesome. So again, nice
23 job.

24 MR. BECHTOLD: Thank you. I will share that
25 with the team. I have a lot of great staff that helped

1 put this together, so thank you for recognizing it.

2 MR. JENKINS: Absolutely.

3 MS. DAVISON: Well--

4 CHAIR MACOMBER: Do we have any comments?

5 MS. DAVISON: Yeah, I was just going to say
6 Mack stole my thunder.

7 MR. JENKINS: I'll be quiet next time.

8 MS. DAVISON: Again. Rusty, you and your
9 staff are doing a great job. All of these efforts are
10 just making it so much smoother for incarcerated
11 individuals to get employment. To get pre-employment--
12 I mean pre-- while they're incarcerated, they're still
13 getting offers and having jobs upon release. That's
14 great. I look forward to the rollout of the kiosks in
15 June, or yeah-- June. The fall. The fall. That's
16 going to be a real help to all of them.

17 And with Mack and I being on this committee,
18 we see how hard you and your staff are working. And to
19 be honest, we push you a little bit. I think that's
20 fair to say. And you and your staff have risen to the
21 occasion every time. So, thank you very much.

22 MR. BECHTOLD: Thank you. And don't stop
23 pushing.

24 MR. DAVIDSON: Anything else?

25 MR. BECHTOLD: Thank you.

1 CHAIR MACOMBER: Thank you, Rusty.

2 We will move on to Information Item B,
3 Institutional Closure and Planned Deactivations. Mr.
4 Davidson?

5 MR. DAVIDSON: Great, thank you. So, as you
6 know, back in May of last year, the governor announced
7 that the state would be closing three in additional
8 prisons in addition to the closure of the Duel
9 Vocational Institution in Tracy and the pending closure
10 of the California Correctional Center in Susanville. On
11 December 6th of this past year, the governor announced
12 the full closure of one institution, the expiration of
13 the lease that the state has at private prison, and six
14 individual yard deactivations at six separate
15 institutions.

16 And the details are as follows: the Folsom
17 Women's Facility, which has actually already been
18 deactivated in January; the California Rehabilitation
19 Center, Facility A, will be deactivating in the next few
20 months; California Institution for Men, Facility D, will
21 also be deactivating in the next few months; California
22 city-- I'm sorry, the California Correctional
23 Institution, Facility D, will be deactivating this
24 summer; Pelican Bay State Prison, Facility C, will be
25 deactivating this coming winter; the California Men's

1 Colony, the West Facility, will also be deactivating
2 this winter; California City is the one that the lease
3 will be expiring in November of 2024; and Chuckawalla
4 Valley State Prison will be a full closure by March of
5 2025.

6 And the following is a current status of
7 CalPIA's plans and efforts to date for each of these
8 closures and yard deactivations. And I do want to say
9 as well, when it was first announced back in May that
10 there would be three additional prison closures,
11 immediately my mind goes to which three is that going to
12 be? And what impact ultimately is that going to be to
13 CalPIA? I do appreciate Secretary Allison at the time.
14 She had reached out to me early on and said, "What is
15 your priority? Which institutions are most important to
16 you?"

17 I would like to think that that was taken into
18 consideration. And by the ultimate outcome, while
19 nobody-- well, from an operational perspective, it's
20 difficult to see closures like this. Efficiency, it
21 makes complete sense. And I will say that this proposal
22 that came from the governor, we made out very well,
23 okay. I think it is going to be something very
24 manageable for us. Obviously the most difficult being
25 Chuckawalla Valley, but to have six individual yard

1 closures versus one full institutional closure for us is
2 very, very manageable.

3 So, jumping into the specific closures and
4 deactivations. The Folsom Women's Facility, as I
5 mentioned, the Folsom Women's Facility did close in
6 January of this year, along with the five career
7 technical education programs that we had operating
8 within Folsom Women's Facility; the labor, the coding,
9 AutoCAD, culinary, and carpentry programs. The
10 incarcerated individuals who were previously housed at
11 FWF were transferred to CIW and to CCWF.

12 And we were able to work with CDCR to help
13 ensure that to the extent possible, the women who were
14 in the CTE coding programs were transferred to CIW to be
15 able to continue in those programs there. And those in
16 the carpentry and labor programs were transferred to
17 CCWF so that again, they could continue in those
18 programs at CCWF.

19 On December 15th, we also met with the three
20 civil service staff who we had working at Folsom Women's
21 Facility, and discussed various options for them in
22 terms of vacant positions elsewhere within CalPIA, which
23 they could be transferred and continue their employment.
24 And I'm pleased to say that all three of those
25 individuals were able to take on new positions within

1 CalPIA and continue to work without having to have any
2 gap in their service.

3 So, the deactivation of FWF is complete. The
4 physical facility is now in the process of being
5 converted into a Male Community Reentry Program, or an
6 MCRP. Our Workforce Development Branch has been in
7 regular communication with CDCR on this effort, and we
8 do look forward to being a part of this MCRP. And the
9 details are still being developed, but the initial
10 conversations are centered on CalPIA providing CT and
11 job training programs to the individuals who will be
12 housed in this community facility. It's projected that
13 there'll be between 100 to 150 individuals participating
14 in this community reentry program. And the estimated
15 opening or activation is about right now planned to be
16 about 12 months out.

17 Now moving on to the central, or the
18 California Rehabilitation Center or CRC. The closure of
19 Facility A at CRC will have minimal impact on CalPIA
20 operations within this institution. The one impact that
21 we do foresee is a slight reduction in the amount of
22 cleaning that will be done by our Healthcare Facilities
23 Maintenance, or our HFM team. We don't anticipate that
24 the reduced cleaning will be enough to justify reducing
25 our civil service, or number of incarcerated workers at

1 this location. And we met with staff on March 9th to
2 discuss these issues with them, and we answered the
3 questions that they had. So again, minimal, very
4 minimal impact at CRC.

5 At the California Institution for Men, or CIM,
6 nearly all of CalPIA's operations within CIM are located
7 on Facility D, which is the yard that's being
8 deactivated. CalPIA is working closely with the
9 institution to implement a process whereby incarcerated
10 individuals may be able to move from their new housing
11 unit on Facility B back to the work site on Facility D.
12 And we're a little bit fortunate with this that the
13 kitchen for CIM is also located on this same yard. So,
14 CDCR is actively working to implement a permanent
15 solution for incarcerated individuals to be transported
16 to work on Facility D. And this is the only issue
17 that's impacting CalPIA operations. And again, we are
18 confident and know that this permanent solution is being
19 developed in conjunction with CDCR.

20 Again, it's not contemplated that there will
21 be-- I'm sorry. Due to the reduced HFM cleaning, we
22 will see a reduction of one custodian position at CIM.
23 And this will be done by eliminating a vacant custodial
24 position. So, there won't be any impact to any
25 individuals currently employed. And also on March 9th,

1 when we met with the CRC staff, we also met with the CIM
2 staff and discussed this with them as well and answered
3 the questions that they had.

4 Moving on to the California Correctional
5 Institution, or CCI. Similar to the closure of facility
6 A at CRC, the closure of Facility D at CCI will have
7 minimal impact on CalPIA operations within this
8 institution. The one difference between CCI and CRC is
9 that we will, again, due to the reduced cleaning, we
10 will have a reduction of one custodian position at CCI.
11 Which, again, will be done by the elimination of a
12 vacant position rather than position an individual
13 currently occupies. And we'll be meeting in the next
14 few weeks with staff at CCI to discuss this with them.

15 Up at Pelican Bay, the closure of Facility C
16 at Pelican Bay really is going to have, again, very,
17 very minimal impact on CalPIA. There will be, again, a
18 slight reduction in cleaning space, but not to the
19 extent that we will have any reduction in staffing
20 there. And we met with Pelican Bay staff last month.

21 California Men's Colony, or CRC-- I'm sorry,
22 CMC, is probably the institution that is-- that we're
23 working through the most. CalPIA has a fabric
24 enterprise located on West Facility within CMC.
25 Clothing items that we produce at this facility include

1 the men's CDCR white T-shirts, women's CDCR blue
2 pullover shirts, women's briefs, and men's jockey
3 undershorts.

4 We have three civil service staff and 110
5 incarcerated workers who work in this enterprise on this
6 yard. And multiple alternatives have been explored in
7 regards to this enterprise, including moving it to
8 another institution, redistributing the work being done
9 at CMC West Facility to the remaining six fabric
10 locations. And the final alternative has been looking
11 at moving into another yard, the East Facility within
12 CMC.

13 And this last alternative, keeping it within
14 CMC, seems to be the most viable, and this is the one--
15 we're moving it in this direction to be able to maintain
16 that operation there within CMC, retain the staffing,
17 retain the incarcerated work opportunities there. And
18 again, working with the institution there seems to be a
19 very viable alternative that we should be able to meet
20 well before the timing of the closure of that yard. And
21 again, we will have, with that closure of that yard, we
22 will have reduced cleaning to the extent we will reduce
23 a custodian position there as well.

24 Now at California City, this is the one that's
25 the lease expiring in November of 2024. We operate a

1 Healthcare Facilities Maintenance program there at CAC.
2 And with the lease expiring, CalPIA will close the HFM
3 program completely within this facility. We'll continue
4 to work closely with the four-- we have four civil
5 service staff in this facility. And we will be working
6 with them over these prior to the closure to help them
7 transition into other vacant positions at surrounding
8 institutions. And again, we'll be meeting with staff at
9 CAC when we go down to meet with the CCI staff in a
10 couple weeks.

11 And then finally, Chuckawalla Valley State
12 Prison. We have an HFM and a laundry enterprise
13 operating within this institution. With the closure of
14 the institution, both of these programs will be closed.
15 It's anticipated that the laundry workload that's
16 currently being handled at Chuckawalla Valley will be
17 redirected to the laundry operation at CIM. We have
18 found that CIM can absorb and take on that additional
19 workload that's being currently done at CIM.

20 We currently have 11 budgeted positions at
21 Chuckawalla Valley. Seven of them are currently filled
22 and four of them are currently vacant, and we are not
23 going to be hiring any new permanent full-time positions
24 at this location. We will hire limited term on an as
25 need basis, but we won't hire any additional full-time

1 positions. So, over the next two years we'll continue
2 to work closely with the staff at this facility to help
3 them, again, transition into other vacant positions
4 within CalPIA.

5 And we went down, and we met with both
6 Chuckawalla Valley and Ironwood staff back on March 2nd
7 to discuss these issues with them and to answer their
8 questions. And I think it was a very good productive
9 meeting, understanding of what's happening. And again,
10 that is our number one commitment is to work with them
11 to ensure that to the-- again, we make no promises and
12 guarantees other than that our primary focus and effort
13 will be to help them transition into other permanent
14 full-time jobs.

15 So that's an overview and an update on where
16 we are with the closures and yard deactivation. So
17 happy to answer any questions or--

18 CHAIR MACOMBER: Well, the CIM Facility D
19 closure, I know the plan is to keep the dive programming
20 up and running and just escort inmates over. I also
21 understand there's a PIA enterprise on that. Is that
22 the laundry facility?

23 MR. DAVIDSON: Yes.

24 CHAIR MACOMBER: Okay, thank you.

25 MR. DAVIDSON: Yeah.

1 CHAIR MACOMBER: Any other comments? I heard
2 someone jump in.

3 MS. DAVISON: Yeah, I have a question. Thank
4 you, Jeff. Bill, the culinary program for the women at
5 FWF, do you have any plans for-- it might be too early,
6 but for bringing a program like that up at either CIW or
7 CCWF? I know at one point at CIW we were looking at, I
8 think that's when I went back in 2016 for that brief
9 period of time, the possibility of opening a culinary
10 program on the re-- well, it's not a reception center
11 anymore, but in that building. So, is that on your
12 radar at all?

13 MR. DAVIDSON: So, a couple of things that
14 I'll share with you on that. So, to be-- to directly
15 answer your question, at this time, there is not a plan
16 to stand up the culinary program at either of those two
17 institutions. And the primary reason being it's-- it
18 has been a challenge for us since COVID to get enough
19 participants. And it's not just at the women's
20 facilities, but in all of our CTE programs, to get
21 enough participants in those programs.

22 And in fact, you know, we've had as few as two
23 participants at various times in some of our CTE
24 programs. So right now, we're not looking specifically
25 to stand up a culinary program at either of those two

1 institutions. But I will say that that is-- you know,
2 I talked about the Male Community Reentry Program that's
3 being developed there at that institution. That is in
4 the conversation part of the discussion to potentially
5 be part of that effort there. So, I mean that's a
6 potential. But as we sit today, and it is still-- I
7 mean as you mentioned, it is still early, so I can't say
8 that it's completely off the table, but it's not
9 something that we're planning on actively doing as we
10 sit here today.

11 MS. DAVISON: Is part of the problem, the
12 population going down? Is that why--

13 MR. DAVIDSON: Yes.

14 MS. DAVISON: --we're having trouble filling
15 the CTEs?

16 MR. DAVIDSON: Yes, it is.

17 MS. DAVISON: Yeah. Okay. Thank you.

18 MR. DAVIDSON: You bet.

19 CHAIR MACOMBER: Any other comments? Alright.
20 Thank you, Bill. We'll move on to Information Item C,
21 Subcommittee Update, Enterprise Development
22 Subcommittee.

23 MR. DAVIDSON: Great. I'd like to invite up
24 Nicole Collins, our Assistant General Manager for
25 Operations, and Ray Meek, our Assistant General Manager

1 for regulatory compliance and marketing.

2 MS. COLLINS: Good morning, Mr. Chairperson
3 and members of the Board. My name is Nicole Collins. I
4 am the Assistant General Manager of Facility Operations
5 for the California Prison Industry Authority. Today I
6 will be presenting on subcom-- a Subcommittee Update,
7 Enterprise Development Subcommittee 23-0321-554-II. You
8 can find this in your folder under Information Item C.

9 This subcommittee provides an opportunity to
10 work with Prison Industry Board Members and CalPIA to
11 bring forth their areas to establish, expand, diminish,
12 or discontinue enterprises. To review state needs and
13 work opportunities, not just for incarcerated
14 individuals inside, but to apply current work
15 opportunities outside.

16 We have a dedicated, established committee,
17 and look forward to bringing you continued updates and
18 recommendations. Some exciting enterprise developments
19 that I wanted to share highlight the partnership of
20 meeting the customer needs and hands-on training
21 experience for real world employment.

22 For example, we have moved forward with dye
23 sublimation printing. This technology allows for
24 digital printing on fabric. We will be able to print
25 our current flag offerings with this technique, but also

1 allow for room to expand our offerings with flags--
2 additional flags and banners. Embellishments and
3 embroidery options are under review once we transition
4 the production of our flags to this new technology.

5 Hummus is an approved protein source that is
6 commercially available. We have worked with CDCR and
7 our food packaging equipment to provide a shelf stable
8 humus option for the incarcerated individuals' boxed
9 lunches. So just in perspective, right? We buy hummus
10 in the refrigerated section. Our hummus is going to be
11 shelf stable and not require refrigeration to maintain
12 shelf stability.

13 We are excited to share that we are currently
14 producing hummus and offering shelf stable lunches with
15 a 45-day shelf life. We're continuously working on the
16 recipe to get a sample that will result in a 120-day
17 shelf life. We are currently offering it in just the
18 normal plain flavor hummus, but we are working towards
19 offering the hummus in two flavors moving forward.

20 Sure.

21 MR. DAVIDSON: Did you get to taste the
22 hummus?

23 CHAIR MACOMBER: I did not.

24 MR. DAVIDSON: I heard it referred to as pea
25 protein.

1 MR. MEEK: Oh, that's two different items.

2 CHAIR MACOMBER: Two different items. Okay.

3 I was not there for that one, I missed out on

4 (INDISCERNIBLE).

5 MS. COLLINS: We might have bring samples the
6 next time.

7 CHIAR MACOMBER: That's right. I don't think
8 we have the humus sample, just the other one. Unless I
9 missed.

10 MR. MEEK: We can arrange for another sample.

11 MS. COLLINS: Absolutely.

12 CHIAR MACOMBER: Looking forward to it.

13 MS. COLLINS: My goodness, hummus is
14 delicious. Ongoing feedback-- I'll move on. Ongoing
15 feedback has been provided regarding the mattresses
16 offered to the CDCR population. In partnership with
17 CDCR and CCCHCS, a review of a foam core option and
18 using ultrasonic welding provides a seal commonly used
19 in hospital mattresses. Ultrasonic welding of mattress
20 seams provides the strength and durability for
21 healthcare areas. The ultrasonic welding technology is
22 also used in making bulletproof vests, blinds and
23 awnings, and so much more.

24 In a recent meeting, Board Member Amen brought
25 up revisiting an alternative chemical dispenser option.

1 Our current dispensers may not fit well into smaller
2 cleaning closet spaces. Our marketing team will be
3 meeting with Mr. Amen at the end of the month to better
4 understand what DGS needs are. Once DGS needs are
5 identified, research will be done to determine what
6 dispenser options will fit their needs.

7 With that, I'd like to thank you all for the
8 opportunity to discuss some of the enterprise
9 development items that we are working on, and Ray Meek
10 will now be discussing customer service and marketing
11 collaboration efforts with our operations team and our
12 outside customers.

13 CHAIR MACOMBER: Thank you.

14 SECRETARY MARION: Ray, real quick-- I'll let
15 the record show that member Martin has left the meeting.

16 MR. MEEK: Morning, Board Members. My name is
17 Raymond Meek. I'm the Assistant General Manager for the
18 Marketing and Regulatory Compliance division.
19 Piggybacking off of what Nicole said, our subgroup's a
20 little different because it talks a lot about
21 operational stuff that happens every day between
22 operations, marketing and our customers. So, we just
23 wanted to highlight some of that day-to-day activity so
24 that Board have a better idea of some of the things that
25 we're doing as far as new product development by meeting

1 the needs of our customers.

2 So, one of the things that we do is we hold
3 what we call our headquarters meetings. We have
4 regularly scheduled meetings with CDCR, DMV, Caltrans,
5 CHP, DGS, CalFire and many others. That's-- those kind
6 of the larger groups. These meetings are at are
7 attended by our sales team as well as my product
8 management specialists, prison industry managers, PIA
9 management, and then also whoever on the customer side
10 they would like in those meetings as well. We talk
11 about new projects, new products, and upcoming
12 contracts.

13 Just a quick overview from DMV. We have a
14 group we meet with regularly to talk about license
15 plates, specifically the specialty plates that come
16 through the legislature. We talk about the tags for the
17 license plates. We also talk about placards. Right
18 now, there is a pilot in the works for a QC-- or a QR
19 code on placards that we're working through.

20 A lot of this is-- doesn't happen overnight.
21 Right? And I think that's one of the things that we
22 need to realize is we're working through the state
23 system not only from a CalPIA perspective, but our
24 customer perspective. Just to let you know, if the
25 pilot QR program is successful once launched, it

1 literally is going to take state and federal legislation
2 change to make it happen. Right? So, these things,
3 again, sometimes are very long projects that we work our
4 way through.

5 And then we work with DMV facilities on their
6 space. All of the space planning within their
7 headquarters as well as all their locations. So those
8 are several different meetings we have from a DMV
9 perspective.

10 For DGS RESD, we have meetings with RESD on a
11 regular basis to talk about the lease projects that are
12 out there, what their needs are from space planning
13 perspective, furniture, chairs. We also work on what
14 DGS refers to as their design builds, which would
15 include the new building that was built on O Street and
16 P Street, currently working towards the Richards
17 Boulevard Complex. These are all new facilities that
18 are being built. So again, these are multi-year
19 projects that we're working on these with our partners.

20 And then we also meet regularly with the
21 Procurement Division. Those are the folks who are in
22 charge from a DGS perspective of writing state contracts
23 for procurement. We review the contracts, what are the
24 upcoming contracts, what products are covered by those
25 contracts, what maybe PIA could start producing that

1 would allow PIA to have additional training, and sales,
2 and eliminate a contract from the state system.

3 We also work with the Office of State
4 Printing. For years there's been kind of a issue
5 between CalPIA and Office of State Printing because we
6 both have penal and legislative authority. So, over the
7 last four to five years I've worked with Brent Jameson,
8 the Deputy Director over at DGS, and we've created a new
9 inter-agency agreement. We've created a website. We've
10 determined who exactly does what work between PIA and
11 Office of State Printing. And that has not only helped
12 CalPIA, it's helped OSP. And it's also alleviated some
13 of the loopholes that state agencies would use to buy
14 around both of us. So that's been very productive.

15 I mentioned we work with CHP, we design new
16 parts for CHP. They have their own install teams for
17 their vehicles, but every time they change technology,
18 they need new brackets and things to put that into the
19 vehicles. They give us all their specifications. We
20 design them from an engineering perspective. We make
21 prototypes and then once approved, we start production
22 on those. We just last week sent over a quote for \$1.6
23 million in parts that we're waiting for a PO on.

24 We also make the decals. So, every time they
25 change a vehicle, we need to work through the changes on

1 sizing on the decals. And then another thing that folks
2 may not realize is every time DMV wants to do a new
3 plate, we work with DMV and CHP. We have to make
4 prototype plates, take them over to CHP where they run
5 them through their readers to see if they have the
6 readability level needed to be able to work in the
7 field. So, we work jointly on the license plates with
8 CHP and DMV.

9 Caltrans, we work with the fleet department on
10 building a lot of their current equipment. We also are
11 working on two new prototypes for them for two new
12 trucks that they would like us to build for them. And
13 then we work with their warehouse and depot folks on
14 clothing, PPE products, and signage that we make for
15 them.

16 And CalFire, we're currently working on a new
17 bed that they've requested from us. So not only would
18 that give us additional sales and production in beds,
19 but also would increase our mattress sales as well.

20 And now for the big one, CDCR. And I just
21 have a few of them down here. From a food perspective,
22 we meet with the food administrator or departmental food
23 administrator on a monthly basis. We meet literally
24 about an hour and a half before he meets with his
25 correctional food managers so that there's no lack in--

1 or break in time and he has everything fresh on his mind
2 when he goes in.

3 Some of those things that have come out of
4 working with not only the food administrator but also
5 the dieticians from CCHCS, is the plant protein that you
6 tried. CDCR has gone to a meat-free days. So, we now
7 are supplying them with a plant protein that they can
8 utilize. It's a crumble, it's not a paste. It's pea
9 based, not soy-based. It allows them to make breakfast
10 items. I think they use it in lasagna, tacos, any of
11 their recipes that currently use ground beef. That-- we
12 started selling that in Q3, so that-- this quarter.
13 It's going to be put on the menu for Q4, and then we'll
14 continue to supply that.

15 We've also are looking at a chorizo breakfast
16 patty. A couple of years ago we came out with a
17 chorizo-- chicken chorizo that the incarcerated
18 individuals enjoy, and as do the correctional food
19 managers. So, we're working on doing a breakfast patty
20 for them as well.

21 And then Nicole talked about the extended life
22 hummus. I just want to touch on that for a minute. She
23 did a great job. But what I'm going to tell you is,
24 this does not exist outside of PIA. Right? We could
25 purchase some extended life hummus. It came in a

1 plastic cup with a foil top, which is-- causes some
2 issues for CDCR, right? So, we wanted to look at
3 putting it into a two-ounce pouch similar to our peanut
4 butter. Cost savings to us allowed us to keep our price
5 points down to our customers, alleviate some of the
6 custody concerns with having foil inside the
7 institution.

8 I can tell you it does not exist. The reason
9 we are making it is because we can't buy it somewhere
10 else. Our field staff, Steve Souza and his team, have
11 worked with different suppliers. We've gotten the
12 outer, we've tested several different ways of blending
13 it. We've sent it off to laboratories to check to make
14 sure it is safe. Right now, as Nicole said, we're in
15 production and we're marking it as 45-day shelf life.
16 The product was produced on December 23rd. It's still
17 running through tests. So, our last test was the
18 seventh or eighth of March.

19 So, we're coming up on the 90-day mark for the
20 production of this. All the testing is still good.
21 It's all within food safety levels. At this point in
22 time, we're more than comfortable putting that 45 date-
23 day date on it. But by the time we get the first
24 production run done, we'll probably be closer to that
25 90-day date and we'll continue to work towards that.

1 But again, I just want to thank operations and my
2 marketing team because they literally created product
3 that nobody else has. So-- oh, and then that's food.

4 And then we work with DAI on a regular basis
5 and their design standards. We just released some new
6 yard tables, 24 by 24 metal tables for the yards. Two
7 versions, regular seats, as well as ADA and some chin up
8 bars. So, we're continually working with the DAI and
9 their design standards team on items that they may need.

10 Business services, obviously we work with
11 business services on our, what we call our CPP, right?
12 Which is our Centralized Procurement Process, which is
13 all the clothing and other things that are worked
14 through. We also work with OBS and transportation on
15 the vehicle modifications. So, we may have new vehicles
16 coming depending on what's available out there. So, we
17 may need to work through that.

18 If we do get a new vehicle, again -- so to
19 give the Board some insight, we will intake that
20 vehicle. We will strip the backend out of that vehicle.
21 We will laser measure the entire inside of the vehicle.
22 And my engineering team up at Camp 12-- and then we'll
23 redesign the security modifications that CDCR requires,
24 making sure that we're utilizing all the correct
25 security and safety points on the vehicle to make sure

1 that we don't have any issues.

2 And then Nicole mentioned as well, over the
3 last couple months we've been working on foam
4 mattresses, working group with OBS, DAI, CCHCS, probably
5 other folks at the county, other folks in there.

6 So, the other thing I want just wanted to
7 highlight is, as Bill discussed, we review all this on
8 monthly business reviews so that folks are know what's
9 going on and have input throughout the organization.
10 And then we also have project management. As these
11 items become-- move up through the system, we do have
12 project management. It's one of our ISO guidelines as a
13 ISO certified organization. It goes through those ISO
14 guidelines and marketing procedures. It gets executive
15 approval, and then we push it over to Suzie's team for
16 project management assistance. One of the things that
17 we determined is we all do a lot of stuff, and if we
18 don't have a gatekeeper holding us accountable,
19 sometimes things slide. So great to have Suzie and her
20 team helping us through that.

21 Also, every customer that we have is scheduled
22 for reoccurring contact by our sales representatives and
23 it's kept in Salesforce. So, every location, every
24 state location gets a sales call on a scheduled basis.
25 Some more than others, some have multiples, right? But

1 everyone gets that call.

2 And then lastly, I know I've taken up a little
3 bit of time here, is our green check marks. Green check
4 mark is our communication portal. Every time a customer
5 contacts us through that, it's tracked. We get our PO's
6 through that, we get our customer issues through that.
7 We have our customer requests through that informational
8 request. Every one of those is tracked, again, in
9 Salesforce. So, we have a rolling history. We review
10 all those every two weeks in our marketing operations
11 and delivery meetings to talk about what are the issues
12 out there, do root cause analysis, and then if needed do
13 corrective action if we see a recurring issue. So,
14 thank you for your time.

15 CHAIR MACOMBER: Thank you, Ray and Nicole.
16 Any questions from the Board?

17 MR. JENKINS: I'm going to let Dawn go first.
18 Dawn?

19 MS. DAVISON: No, I'm, I'm good. Go ahead,
20 Mack. Thank you.

21 MR. JENKINS: But I very much appreciate the
22 report, it's informative. (INDISCERNIBLE) say that.
23 But I do really just appreciate the work they've been
24 doing. So I have kind of a general question. And it's
25 just in light of certainly the institution,

1 (INDISCERNIBLE) ongoing trajectory, prison population.
2 So, I won't say it's necessarily prison population is
3 changing, it has changed. So, I'm just curious if could
4 -- how you see that influencing in the future business
5 input? Right? Let alone the population (INDISCERNIBLE)
6 that might see before us. I'm-- I guess I'm just
7 interested in what should be on our radar? And what
8 should we be? You know, how should we be out in front?

9 MR. DAVIDSON: I'll take that one to start off
10 with. And kind of looking at it from a where we are
11 today versus and where we're looking in the future. I
12 think we had some conversation on this before, but where
13 we are today, you know, at the height of population of
14 about 140-160,000 incarcerated folks.

15 MR. JENKINS: 176 is the number.

16 MR. DAVIDSON: Okay. Yeah.

17 CHAIR MACOMBER: 174.

18 MR. DAVIDSON: Okay. And under a hundred
19 thousand, maybe 90,000 today. But we as an
20 organization, you know, when we had 170 plus thousand,
21 we had built an organization to meet that need. We're
22 not necessarily 170,000 today, but I don't believe we're
23 down to the 95,000. So, we-- one of our primary focuses
24 right now is really correctly sizing our organization to
25 be consistent with the population today.

1 So that being said, are we today actively and
2 aggressively pursuing new enterprises, additional
3 enterprises to add? That's not our primary focus today.
4 Our primary focus is to get our organization structured
5 and sized consistently. Because I don't believe that
6 anytime soon that population's going to ramp back up.
7 So, we need to get our organization side to where we are
8 today. As we do that then-- and as we do that,
9 continuing to look at the enterprises that we're running
10 today, the services that we're offering. Are they the
11 right ones? Are they really the right ones? And then
12 make adjustments in that respect.

13 You know, in a couple months we'll be having
14 our presentation of our annual plan, and I think you'll
15 see some proposals toward that annual plan that will be
16 consistent with what we're talking about here. And as
17 we then get the organization structured and sized the
18 right way, then we can I think really start to hone in.
19 You know, are there opportunities now to add additional
20 enterprises, add additional offerings that, again, we'll
21 have the workload that can provide that. And would it
22 make sense from a fiscal perspective and that. But
23 again, any primary focus right now, is that correctly
24 sizing the organization and the services that we're
25 providing. Are they the right ones and are we doing it

1 the right?

2 MR. JENKINS: I understand and appreciate that
3 So, we have two-- one responsibility. Just that
4 (INDISCERNIBLE). So, we have something on order of
5 4,000 positions or something like that?

6 MR. DAVIDSON: So, we technically have about
7 6,500 authorized incarcerated work assignments right
8 now. The number that are actually filled is around
9 4,000.

10 MR. JENKINS: (INDISCERNIBLE)

11 MR. DAVIDSON: Yes.

12 MR. JENKINS: 4,000.

13 MR. DAVIDSON: Yeah. So, 4,000 men and women
14 actually come out and--

15 MR. JENKINS: That's still, (INDISCERNIBLE)
16 roughly.

17 MR. DAVIDSON: Yes.

18 MS. COLLINS: Just a little bit. So, Bill, I
19 think we're around 4,800. But what we have showing up
20 to work on a daily basis is around that 4,000 number.

21 MR. JENKINS: Okay. So Ray, you made the
22 comment about the-- what was it, you meet with customers
23 regularly. I didn't remember what you call that.

24 MR. MEEKS: The Headquarters Meetings?

25 MR. JENKINS: Yes. So that's right. That's

1 something that's been happening for a while, that's not
2 something that's new?

3 MR. MEEKS: No. We've been doing it for a
4 while. And one of the things that, as I said, that's
5 come up during this subcommittee is kind of what we do
6 every day is kind of a little bit of a blind spot to the
7 Board. I think that's why Bill wanted me to throw that
8 out for you.

9 So, you know, I've got a sales force
10 throughout the state. They are continually calling on
11 people. There's a lot more customers than just this
12 that we work with on a regular basis. But I think going
13 back to your third question, is when CDCR was larger, I
14 think PIA from sales and marketing and operations
15 perspective did a lot of running as fast as we could to
16 make sure that we were getting CDCR what they need.
17 Right?

18 I think now we're getting to a position where
19 we're smarter about that. We're able to manage CDCR
20 needs and spend time with our other agencies and go find
21 that business that was probably always out there, but we
22 didn't have production capability to make happen. So, I
23 think you're going to see a shift in some of those
24 agencies that didn't really know we were around. Some
25 are that way still, or we didn't understand that they

1 had items that we could make. And you're going to see
2 some of our business shift in that direction. I think
3 it's going to be more calculated business.

4 MR. JENKINS: And like I said, both of what
5 you shared is very informative. (INDISCERNIBLE)

6 The last comment I want to make is just to
7 tell you little bit more about where the question came
8 from. Is as I hear us ramping up efforts to get the
9 incarcerated individuals on track to employment as they
10 leave, and as I appreciate where the present prison
11 population is. You know, arguably (INDISCERNIBLE). So
12 again that factor, coupled with what are these favorable
13 enterprises and genres? And sometimes that those labels
14 are just that, labels. They're not necessarily as
15 informed as some of the individuals are themselves. But
16 still, it's just a matter of having awareness-- or I
17 guess I'm having questions about saying or to match
18 people into enterprises getting employable skills and
19 linking to jobs. And that's just my comment.

20 (INDISCERNIBLE), it's one of the things that should be.

21 MR. DAVIDSON: And I think that's going to be
22 an interesting analysis and assessment when we get this
23 next recidivism study back, right? We look at the
24 results, you know, we're going to have to, I think, do
25 further analysis. How applicable is that to the current

1 population?

2 MR. JENKINS: (INDISCERNIBLE)

3 MR. DAVIDSON: Thank you.

4 CHAIR MACOMBER: And one follow between the, I
5 guess the delta between the 6,500 and 4,800 number? Are
6 we looking to bring that position count down to 4,800?

7 MR. DAVIDSON: We're looking to bring it to a
8 correct reasonable amount.

9 CHAIR MACOMBER: Ok.

10 MR. DAVIDSON: Is 6,500--

11 CHAIR MACOMBER: It's too high.

12 MR. DAVIDSON: It's too high. And it's been
13 much higher.

14 CHAIR MACOMBER: Yes.

15 MR. DAVIDSON: And we are truly working to
16 have that be a reasonable, accurate.

17 CHAIR MACOMBER: And the reason I ask, is if
18 folks ask, you know, what percentage of the PIA adopt
19 the bill, I'm going to jump to the 6,500 number and say
20 well (INDISCERNIBLE) 75 percent or 70 percent, whatever
21 that math is. We have the same issue on the CDCR side.
22 So I-- we're going to try to kind of right-size our
23 assignments right now to recognize the same issue, the
24 downsizing.

25 MR. DAVIDSON: I think we may not need as many

1 (INDISCERNIBLE) and other type jobs we did historically.

2 MR. JENKINS: At one point, wasn't it 8,000?

3 MR. DAVIDSON: Yeah.

4 CHAIR MACOMBER: Any further comments?

5 Jemahl?

6 MR. AMEN: Couple questions regarding the--
7 and it was (INDISCERNIBLE) Mack's comments as well, so
8 thank you. Regarding the dietary (INDISCERNIBLE) you
9 mentioned, are we tracking improvement on obesity issues
10 or increases in mental or related health issues? For
11 the part of the populations that bolster the product
12 that you're putting out there?

13 MR. MEEKS: We are not tracking that. CDCR
14 and Jeff, you can correct me if I'm wrong. CDCR works
15 with CCHCS dieticians to monitor the entire menu. So,
16 what we're trying to do is meet the calorie counts, and
17 the protein counts, and some other things that CDCR is
18 asking us to do to help fit within their overall menu.
19 But we don't personally track the obesity numbers or
20 anything of the population.

21 CHAIR MACOMBER: So, we do have a dietician
22 that works in our healthcare area. And a lot go to kind
23 of a heart healthy diet. And so, you see
24 (INDISCERNIBLE) and lower salt, lower soy-based protein,
25 things of that nature. You know, we do have a part of

1 the population meets that, meets the administrative
2 (INDISCERNIBLE). So we do, you know, work with the
3 recommended (INDISCERNIBLE).

4 MR. AMEN: From your perspective, I get it;
5 PIA's perspective. It would allow us to branch out more
6 if we could connect the introduction of these new food
7 items with the presumable decrease over time and scaled
8 health-conscious areas as well. Marketing purposes, I
9 guess.

10 Circling back to the PIA chemicals development
11 stuff, do you have chemists on staff that really sort of
12 get into the nuts and bolts of this is how we're
13 concocting this particular product?

14 MR. MEEKS: So, we have one chemist at our LAC
15 location. We also have a chemist on contract. But then
16 we also procure our products through, and I can't
17 remember the name. It used to be Lonza, they just got
18 bought out.

19 So, all of the products are already
20 established and maintained through a-- Lonza is the
21 largest chemical producer in the United States. And
22 then we have a sub-registering under them. So, we
23 purchase and follow their recipes.

24 And then we also, for Cell Block and Sani-
25 guard is EP-- they're both EPA chemicals. So, we

1 utilize Lonza's EPA. So, our label, you know, that one
2 has Lonza's EPA stamp on it.

3 MR. AMEN: Thank you. Last question. How are
4 enterprises considered to find more suitable
5 (INDISCERNIBLE). Ok, I'm going to just-- this is going
6 to be new thing next week it's going to be apple sauces.
7 (INDISCERNIBLE). How do you introduce new items in
8 particular?

9 MR. MEEKS: So, a lot of that comes from these
10 meetings and understanding what the customers and the
11 agencies want. You know, one of the things that we go
12 through is high level screens, which are, they are
13 initial ideas that roll through Nicole, Brad, and I on
14 who are we making for? How much are they going to buy?
15 Why do they need it? Can we produce it? So on and so
16 forth. Right? Before we get to the executive approval
17 perspective.

18 But a lot of the ideas that come through, and
19 we love to get ideas, are missing the one component,
20 which is we can only sell to government agencies. So,
21 we get a lot of, "Hey, have you guys ever thought about
22 this?" And then the question comes, that's a really
23 great idea. It might be great programming, but we can't
24 sell the finished product because there's nobody at the
25 state would buy it. Right?

1 So, we have all those kind of check boxes that
2 we go through. Before you join the subcommittee group,
3 I think we took the group through the-- it's the
4 marketing G-O-1 (INDISCERNIBLE) document that takes you
5 through all the steps of product development. So, we
6 can revisit that during subcommittee group.

7 MR. AMEN: I know it fits into the
8 (INDISCERNIBLE).

9 MR. MEEKS: Yeah.

10 MR. AMEN: Please. Well related to that, are
11 there guard rails in terms of how far, what areas we can
12 get into other than one you just described in terms of
13 (INDISCERNIBLE) request (INDISCERNIBLE)? But are there
14 things that we can't do in terms of manufacturing?

15 MR. MEEKS: There are things we can't do. We
16 don't get to make CDCR guard or CO uniforms, right?
17 Because they don't want that fabric available to them.
18 Right? As we move into embroidering, embellishment,
19 there may be patches that that CDCR would prefer we did
20 not make inside their institutions.

21 So, there are some security items that we need
22 to worry about. You know, we can't have plastics that
23 could be melted down and made weapons inside. So, we
24 don't-- like our modules that we use. They don't have
25 lexan, they don't have poly. Right? Because those

1 would burn in melting. So yes, there are some of those.
2 Above and beyond on that, it's really a what do we have
3 the capability to do anything like that.

4 MR. AMEN: Just a few more minutes?

5 CHAIR MACOMBER: Yeah.

6 MR. AMEN: Yeah, just a couple things. Number
7 one, are you working with Jason Kenney in ETS on the hub
8 office space development stuff? Have they doing that?
9 That's also something that should be--

10 MR. MEEKS: I believe Ann Stuart my product
11 manager is, but I will make sure she is.

12 MR. AMEN: Yeah. It's either Jason Kenney or
13 Gene (INDISCERNIBLE). We're at the tail end of that
14 conversation because once they select the hub office
15 space sites, they tell our team to go either build it
16 out or get ready because they're (INDISCERNIBLE). Yep,
17 the conversation. But it's the same thing. Furniture,
18 whatever's (INDISCERNIBLE) set the scene for ADA, doing
19 office buildouts. It's one thing.

20 And then uniforms. Rusty, at some point can
21 you guys do DGS or you don't have a similar sort of
22 security safeguard?

23 MR. BECHTOLD: Yes. So, we do uniforms as
24 well. We do obviously all of the incarcerated
25 individual clothing. We do uniforms for Caltrans. We

1 are currently looking at doing the Department of
2 Military, their cadet uniforms. So, we just intook
3 that. So, we do make uniforms for folks.

4 MR. AMEN: Can you write that down
5 (INDISCERNIBLE)? This would be incredibly expensive in
6 the private sector and the bids that we're getting are
7 just ridiculous in service deliveries (INDISCERNIBLE) as
8 things go. Thank you.

9 MR. BECHTOLD: Yep.

10 CHAIR MACOMBER: Thank you for all the
11 comments. We'll now move on to the external affairs
12 update. Mr. Davidson?

13 MR. DAVIDSON: Michele Kane.

14 MS. KANE: Good morning, Board Members. Good
15 morning. I'm Michele Kane, Assistant General Manager,
16 External Affairs. Our legislative subcommittee is
17 starting to get active again. And I want to thank Board
18 Members Mack Jenkins, Felipe Martin, and of course Dr.
19 Armond Aghakhanian.

20 We are planning a capital tour next week.
21 Where the three of them, along with Bill and myself,
22 will be going and meeting legislators. We are hoping to
23 share with lawmakers what CalPIA is all about. We're
24 meeting with a lot of members on the public safety
25 committees. We're going to also share success stories,

1 and of course those impressive recidivism numbers. And
2 we have some new lawmakers, a lot of them, that need to
3 know what CalPIA is all about.

4 A couple of top priority bills we are tracking
5 include, as Bill mentioned, SB 340. This bill is the
6 exact same bill as SB 1089 last year. Again, it
7 authorizes an optometrist to purchase eyeglasses through
8 the Medi-Cal program through a private entity instead of
9 CalPIA.

10 This bill is going to cost millions of dollars
11 in higher incarceration costs. It's going to result in
12 higher crime, eliminate rehabilitative job training
13 opportunities for hundreds of incarcerated individuals.
14 We have 420 incarcerated individuals that work in our
15 optical programs. So, this bill is a very important
16 bill that we keep track of.

17 Another bill is AB 378. It's the California
18 Legacy License bill. It consists of one or more pre-
19 specified designs that replicate the license plates. Of
20 course, this is that old style that everybody likes.
21 The only new part of this bill is this bill is going to
22 extend the deadline of paid applications to January 1st,
23 2025. So, we could be seeing more of those legacy
24 license plates because that deadline has passed. So,
25 they're trying to extend the deadline for that.

1 We have held two big graduations, one at
2 Avenal State Prison. The other one of course was at San
3 Quentin State Prison where dozens of graduates were
4 recognized, and they received their industry accredited
5 certifications. I would like to thank Prison Industry
6 Board Member Jemahl Amen for attending the San Quentin
7 graduation. Thank you, Jemahl.

8 Looking ahead, we have two upcoming
9 graduations. The first one is going to be at the
10 Central California Women's Facility. It's going to be
11 on Wednesday, April 12th. And then the next one is
12 going to be at the California State Prison, Los Angeles
13 County of course, LAC. And that's going to be a big
14 graduation. That's going to be on Tuesday, May 16th.
15 The guys are very excited about that one.

16 We have been receiving great media coverage of
17 all of these graduations. Even Avenal. We had the
18 local paper come out, San Quentin, we were in the paper.

19 We're seeing an impressive turnout also from
20 family, which is very encouraging because we've held
21 graduations for many, many years. I want to say people
22 are just done. They want to be done being isolated.
23 They want to be together. And so, we're seeing more
24 family turnout. And it could be because of COVID that
25 they want to see their loved ones. But each graduation

1 we have, I'm just more impressed with how many RSVPs
2 we're getting from family members. So that's
3 encouraging.

4 And also, each graduation, we reach out to all
5 the stakeholders in the area. We reach out to the
6 elected officials, the local politicians. It's very
7 important that they see our programs. Because I was
8 talking to Kyle, he came to our graduation, how many
9 years ago was this?

10 MR. PATTERSON: Probably three or four maybe?

11 MS. KANE: Yes.

12 MR. PATTERSON: Mmm hmm.

13 MS. KANE: So we invited the Southwest
14 Carpenters to come in, and he was part of that. And so,
15 he got to see that, be part of it. So, with that, I
16 hope you can all attend. It's just so nice to see a
17 great turnout. And I hope to see you at the
18 graduations, and of course at our next Board Meeting,
19 which is in June. Thank you.

20 MR. DAVIDSON: Thank you, Michele.

21 CHAIR MACOMBER: Any questions? Thank you,
22 Michele. All right. At this time, the Board will now
23 recess for a closed session. The Board will meet in
24 closed session to discuss pending litigation pursuant to
25 Government Code Section 11126(a). The host will place

1 Board Members into a breakout room where they will meet
2 separately. To ensure that all members have joined in
3 on the breakout room, I'll ask the Board Secretary to
4 call roll once again, then we'll be excused prior to
5 discussions.

6 Once the closed session is complete, the
7 members will join back into the regular meeting. Board
8 Secretary, please call the roll and dismiss others. Go
9 ahead.

10 SECRETARY MARION: Second and we'll-- well,
11 Suzie will push them into the breakout room.

12 SECRETARY MARION: Do I wait to call them?

13 MS. CHANGUS: Yeah. (INDISCERNIBLE) a minute,
14 cause they'll all start to pop up in the breakout room.
15 So yeah, so this room will go in and then any of the
16 Board Members on there. And then you just take your
17 computer out to make sure when it ends.

18 (Closed session)

19 CHAIR MACOMBER: Do I repeat myself or am I
20 good?

21 SECRETARY MARION: Just needing public
22 comment.

23 CHAIR MACOMBER: Alright. We are moving on
24 the public comment portion of the meeting. Reserved for
25 comment regarding items not on the agenda. Under the

1 Bagley-Keene Act, the Board cannot act on items raised
2 during public comment, but may respond briefly to
3 statements made of questions posed, or may request
4 clarification, or refer the item to staff. Would anyone
5 like to make a comment or address the Board?

6 Seeing no one online or in the room. We will
7 move towards adjournment.

8 MS. LOPEZ: I'll make a motion. This is Mike
9 Lopez.

10 CHAIR MACOMBER: Go ahead, Mike.

11 MS. LOPEZ: I said I'll make a motion to
12 adjourn.

13 CHAIR MACOMBER: Okay. Mike got right into
14 it. Second?

15 MR. AMEN: Second.

16 CHAIR MACOMBER: All in favor?

17 BOARD MEMBERS: Aye.

18 CHAIR MACOMBER: The motion carries. And this
19 concludes our meeting at 12:18 P.M. Thank you,
20 everybody.

21 (Whereupon the meeting was adjourned at 12:18
22 P.M.)

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