

BOARD MEETING  
OF THE  
CALIFORNIA PRISON INDUSTRY AUTHORITY

Held in person and via Zoom

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

TUESDAY, MARCH 26, 2024

10:00 A.M.

Transcribed By:  
Melinda Marion  
Board Secretary  
California Prison Industry Authority

## APPEARANCES

Board Members (\*present via teleconference)

Tammy Foss, Chair (Acting)  
Darshan Singh, Vice Chair\*  
Armond Aghakhanian\*  
Dawn Davison  
Michael Lopez  
Felipe Martin  
Kyle Patterson\*  
Carlos Quant  
Troy Vaughn\*  
Eddy Zheng\*

Staff Present

William Davidson, General Manager  
Julie Harlan, Acting General Counsel  
Melinda Marion, Board Secretary  
Rusty Bechtold, Assistant General Manager, Workforce  
Development Branch  
Suzie Changus, Chief Assistant General Manager  
Michele Kane, Assistant General Manager, External  
Affairs

Public Comment

None

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

2 March 26, 2024 10:03 A.M.

3 CHAIR FOSS: Okay, I'm Tammy Foss filling in  
4 for Secretary Macomber as the Chair as he is on  
5 vacation. A well-earned vacation, so I call this meeting  
6 of the Prison Industry Board to order at 10:03 a.m. I'd  
7 also like to note that this meeting is being held at a  
8 publicly noticed location. We will begin by asking the  
9 Board Secretary to please call the roll.

10 BOARD SECRETARY MARION: Alright. Good  
11 morning, everyone. I'm going to go ahead and call the  
12 roll. Chair Tammy Foss?

13 CHAIR FOSS: Here.

14 BOARD SECRETARY MARION: Vice Chair Dar Singh?

15 I see him right there. Member Armond  
16 Aghakhanian?

17 MEMBER AGHAKHANIAN: Here.

18 BOARD SECRETARY MARION: Member Dawn Davison?

19 MEMBER DAVISON: Here.

20 BOARD SECRETARY MARION: Member Mike Lopez?

21 MEMBER LOPEZ: Here.

22 BOARD SECRETARY MARION: Member Felipe Martin

23 MEMBER MARTIN: Here.

24 BOARD SECRETARY MARION: Member Katherine

25 Minnich? [no response]

26 BOARD SECRETARY MARION: Member Kyle Patterson?

1 MEMBER PATTERSON: Present.

2 BOARD SECRETARY MARION: And Member Carlos  
3 Quant?

4 MEMBER QUANT: Here.

5 BOARD SECRETARY MARION: Member Troy Vaughn?

6 MEMBER VAUGHN: Here.

7 BOARD SECRETARY MARION: And Member Eddy Zheng?

8 MEMBER ZHENG: Present.

9 All right. Let the record show we have a  
10 quorum of ten members.

11 CHAIR FOSS: Thank you. Welcome Board Members  
12 and attendees and thank you for being here today for the  
13 Prison Industry Board Meeting. I'd like to note that  
14 this Board Meeting is being conducted both in person  
15 here at the CALPIA showroom and via teleconference  
16 pursuant to the provisions outlined in Senate Bill 544.  
17 If any member of the public would like to comment,  
18 please fill out a speaker request form and hand it to  
19 the Board Secretary. For any members of the public who  
20 are on the line right now who would like to comment, we  
21 will give out further instructions on how to raise your  
22 hand and let the organizer know you would like to speak.  
23 I would request that everyone announce their full name  
24 and affiliation, if necessary, before speaking so there  
25 is no confusion. Each speaker will be limited to two  
26 minutes for public comment.

1           Now I'd like to open up the floor for any  
2 opening remarks. Would any Board Member like to share  
3 any opening comments? Okay, nobody online. Thank you.

4           We'll move on to the General Manager's  
5 comments. Mr. Davidson?

6           MR. DAVIDSON: Thank you. Well, good morning,  
7 Chair Foss and Board Members. It's great to be with you  
8 here - I always look forward to these Board meetings,  
9 and especially when we can have folks here in person.  
10 So, thank you for being here, and I just hope as we go  
11 forward with future board meetings, just to see more and  
12 more of us here in person. It's just a great dynamic.

13           So, I just want to start out and take a moment  
14 and introduce our new acting General Counsel, Julie  
15 Harlan, who is sitting right back here. A little bit  
16 about Julie - she has 17 years of experience as an  
17 attorney with the Department of Justice, and during her  
18 time at DOJ she has done a lot of work representing  
19 various state departments, including a good deal of her  
20 time representing CDCR in employment and administrative  
21 cases. And she brings a wealth of knowledge and  
22 experience to this role. We're very excited to have  
23 Julie with us in this capacity. So welcome, Julie.

24           So, to start off, I want to just take a moment  
25 and give you just a brief update on our current  
26 financial status. And this is in light of the overall

1 state budget situation and the deficit that the Governor  
2 and the Legislature are working to address. And I want  
3 to just state that CALPIA is in a solid financial  
4 condition. The COVID years were definitely difficult on  
5 us, and put a strain on us, as it did on everyone around  
6 the world. But however, like many others, it also helped  
7 us to straighten, or strengthen, our discipline and our  
8 adherence to budget constraints. I want to express my  
9 gratitude to the staff throughout CALPIA, and especially  
10 to the folks who run our operations out in the field for  
11 their continued diligence to these budget adherence  
12 principles, even as we transition to the other side of  
13 COVID. At our next Board meeting, we will go more into  
14 depth or have a more in-depth discussion on the  
15 financial status as we present our annual proposal. But  
16 a few things that I just want to highlight today: As of  
17 March 20<sup>th</sup>, which was obviously less than a week ago, our  
18 cash balance - which is our cash on hand - cash that the  
19 bank shows our record of - was just over 49 million  
20 dollars. Now after we account for the known pending  
21 deposits and payments that left us a net cash of about  
22 43 million dollars. This represents roughly two months  
23 of operating expenses for us, which is for us a very  
24 prudent solid cash reserve or cash balance. And this  
25 prudent cash balance has allowed us to continue to make  
26 capital investments to upgrade our equipment, allowing

1 our incarcerated workers to use the most modern up-to-  
2 date technology that is being used in private industry  
3 today.

4           And for the current fiscal year, we are on  
5 track to exceed our Annual Plan projection of 3.8  
6 million dollars in net profits. And I can't say for  
7 certain how much will exceed that, but we are certainly  
8 on track to meet or slightly exceed that amount. So  
9 again, I know that there's a lot of concern and  
10 discussion with the overall state finances, and I just  
11 want to assure folks that we are in good financial  
12 standing and continue to be very diligent about our  
13 budget adherence and ensuring that we are wise in our  
14 use of resources.

15           So, I want to take an opportunity now to just  
16 share what I think was a huge accomplishment for us. At  
17 the beginning of February, we hit an important  
18 milestone, and we installed and put into production the  
19 last of the equipment to complete the total expansion  
20 and upgrade of our Optical enterprise. And we began this  
21 effort, as you know, a number of years ago. We've  
22 significantly expanded our capacity and modernized the  
23 equipment that those who work in our Optical labs at  
24 CCWF, VSP, and Solano - the equipment that they use.

25           Another important point about this equipment  
26 in particular is that it does what we call the lens



1 grinding work on orders that we used to have to send to  
2 the backup labs to do. As we know, it's more costly and  
3 requires additional processing time when we have to send  
4 orders to the backup labs. These new machines now allow  
5 us to do all the optical work, with a few very rare  
6 exceptions, in-house. And the only backup, we only use  
7 the backup labs in very rare and isolated situations.  
8 First and foremost, it provides greater work  
9 opportunities for the incarcerated folks working in the  
10 Optical enterprise. It also allows us to process the  
11 orders in a more efficient and cost-effective manner. I  
12 want to just take a minute and show some photos of the  
13 new equipment that was just installed at CCWF. Which  
14 again, represents the culmination of a multi-year effort  
15 to make this happen. So, if we could bring up those  
16 photos...

17           So, for this first one, hopefully you can see  
18 it. Okay. So, this is the space before, or as we were  
19 just getting ready to install the equipment. So  
20 obviously just a big open space here with the  
21 scaffolding to help put in the power equipment. That's  
22 the space where this equipment went in before.

23           Go ahead, Garrison. Thanks.

24           So, this is a photo of that same space with  
25 the equipment put in. You can see, you know, the workers  
26 out working on the equipment. But just a great change

1 from the empty open space.

2           And this next photo is a closeup of what we  
3 call the lens generator machine. This machine uses a  
4 diamond cutter to do the initial cutting of the original  
5 left lens disk. So, this is kind of where an eyeglass  
6 order initiates. And this is that same machine with one  
7 of our workers. Starting the production of a new pair of  
8 eyeglasses.

9           Then the next machine is called the cylinder  
10 machine. And this machine is used to do the finished  
11 polishing on the back side of the lens. And again, just  
12 another photo of the cylinder machines.

13           And this last photo is a photo of a gentleman  
14 named Robert Castaneda. I know Eddy (Zheng) had the  
15 opportunity to meet Robert, and hopefully others have or  
16 will have the opportunity to meet him. Robert was  
17 incarcerated for many years at Solano State Prison. And  
18 while there, he worked hard in the Optical program and  
19 committed himself to learning the skills that would  
20 allow him to have a career as an Optician when he  
21 returned home. Robert left prison in 2021 and has been  
22 working since. Shortly after he left prison, he got a  
23 job working as an Optician for a large optical retailer  
24 here in Natomas. Robert was a keynote speaker last month  
25 at our graduation held at Solano and is an inspiration  
26 and great example of the value of the Optical program in

1 providing great rehabilitative opportunities for the men  
2 and women at these three institutions.

3           The quality of work done in the Optical labs  
4 remains of the highest quality, and our turnaround times  
5 are the best that they've been in several years. So, I  
6 want to give particular recognition and appreciation to  
7 each of the men and women who support this enterprise,  
8 and particularly I thank Nicole Collins, Brad Smith,  
9 Rick Vogelsang, Justin Andrews, and Eric Bengtson. They  
10 have done and continue to do an outstanding job. So,  
11 thank you. I just thought it was important to share  
12 that, because again, we have - we have worked steadily  
13 for a number of years to increase the capacity, upgrade  
14 the machines, and we are there. And not having to send  
15 orders to the backup labs anymore is a huge  
16 accomplishment for us.

17           MEMBER DAVISON: Is that bill still an issue?  
18 Or I mean the legislation?

19           MR. DAVIDSON: SB340?

20           MEMBER DAVISON: Yes, thank you.

21           MR. DAVISON: Yeah, it has not, as we know - it  
22 got moved to a two-year bill in the last session. It has  
23 not done anything this year. So, yeah, I'm not going to  
24 say it's dead but it's not going anywhere right now.

25           So, the last thing that I want to share is  
26 just the great first two graduations that we have had

1    this year. And I want to thank Board member Zheng for  
2    attending both graduations and for the inspiring words  
3    that he shared at each one. As I mentioned, on February  
4    6<sup>th</sup> we had a great event at Solano State Prison. We had  
5    53 men who are recognized for earning certifications and  
6    apprenticeships in Optical, Metal Fabrication, and  
7    Bindery - which is the production of the DMV disabled  
8    person placards - and Laundry, and in HFM, our  
9    Healthcare Facilities Maintenance program. And there  
10   were many family members of those being recognized in  
11   attendance. And the graduation that we had at Solano - I  
12   think of all the graduations that I've attended, there  
13   were more family members at that graduation than any  
14   other that I have ever seen, which was just very -  
15   that's a very special part of those graduations. There's  
16   also a really cool band that played at that graduation  
17   too, so that was a neat aspect. But you'll hear a little  
18   bit later in Rusty's update too about one of the  
19   graduates in particular. And a very exciting opportunity  
20   that this gentleman has, and I'm excited for Rusty to  
21   share that experience.

22               And then, just a couple of weeks ago, at San  
23   Quentin Rehabilitation Center, we had another great  
24   event at which 60 men were recognized for the  
25   certifications and apprenticeships that they earned in  
26   Computer Coding and Audio-Visual Production. And in the

1 Laborers program. And Chris Schumacher, who graduated  
2 from the very first coding course 10 years ago - he  
3 returned and shared some very motivating and encouraging  
4 words. There was a lot of media interest in this  
5 graduation, and we received a lot of very positive media  
6 coverage. Michele, Stephanie, Kendal, and others did a  
7 great job making this happen. I just want to take a  
8 moment, maybe a couple of minutes to share the piece  
9 that aired on KTVU. And I know that Michele sent this  
10 out, and hopefully folks had an opportunity to view  
11 this, but I just thought it is worth sharing here again  
12 today. So, Garrison will queue that up.

13 [Viewing of News story on KTVU - PIA Grads at  
14 San Quentin]

15 MEMBER AGHAKHANIAN: There is no audio, or is  
16 it me?

17 MEMBER PATTERSON: No audio.

18 MR. DAVIDSON: Thanks Garrison. So, these  
19 graduations to me are the most rewarding days on this  
20 job - and I love coming to Board meetings too (laughter)  
21 - but the graduations, the graduations are really where  
22 it's at. And I invite you, if you have not been to a  
23 graduation at all, or if you have not been to one  
24 recently, and if your time and schedule allows for it, I  
25 invite and encourage you to come and just be there. You  
26 get a sense of it in watching that news piece but

1 actually being there is an even different experience. So  
2 again, I just invite you to, if you can, to come  
3 participate in one.

4               So, the last thing that I have in my comments  
5 - And I want to invite Debi to come up. Debi's going to  
6 share some updates on our employee engagement efforts.  
7 And I asked her to share this herself just because she  
8 and her folks have worked so hard on it. I don't want to  
9 steal her thunder on that. Her and her team have done a  
10 great job with this.

11              MS. KAMAKANI: Thank you, Bill. Good morning,  
12 Board members and acting Chair. It's really hard to  
13 follow up a fantastic graduation like that, let me tell  
14 you. As some of you may remember, in 2022, we endeavored  
15 to just reach out to our staff and figure out pulse  
16 check - see where everyone was, following the pandemic,  
17 coming out of the pandemic, and just see where we were  
18 with engagement. So, we sent out a 25-question survey to  
19 everyone based on communication, wellness,  
20 relationships, our mission, and how they bought into it,  
21 opportunities, performance, and a few other areas. And  
22 overall, we got about a 21.2% response from our staff,  
23 which is pretty significant in that type of survey. And  
24 that was from field and Central Office staff. After we  
25 analyzed those results, what we really dialed down to  
26 for actionable items was that we needed to increase our

1 open and direct communication between Central Office and  
2 our field staff. Not just the enterprises, but the  
3 actual employees.

4 Employees wanted greater access to information  
5 on their own professional development with an emphasis  
6 on employee wellness, and professional growth. And that  
7 we really needed to increase our employee recognition  
8 and engagement, to do something a little more to let  
9 folks know that we appreciate them.

10 So, since the last update which I provided  
11 last year, I wanted to just let you guys know where we  
12 stand. Now, we've got some really exciting programs in  
13 development, some that are just about ready to be  
14 released. And some that we've already implemented and  
15 are starting to see success with. Very soon, we are  
16 going to be releasing our Leadership Academy. We sat  
17 with the Executive team and some of our upper management  
18 to determine what we didn't know when we took our  
19 positions, that we wish we would have known and been  
20 better prepared for and spoke with some of our folks in  
21 the field. And this is going to be a multi-week, 40-hour  
22 training class - but it's not going to be five 8-hour  
23 days in a row. There is going to be some pre work  
24 assignments coming back as a group, and the Leadership  
25 Academy will actually - folks will be enrolled via  
26 nomination or putting their name in a hat to really

1 develop them - how to deal with unions, how to conduct  
2 yourself in meetings, how to write budget proposals and  
3 read legislation. The things that we've all had to learn  
4 kind of trial by fire. So, we're really focusing on  
5 developing our leaders in that way.

6           We've also continued to hold our field staff  
7 meetings with our local institutions. And we'll partner  
8 three or four institutions at one field staff meeting so  
9 that we have an opportunity to give facetime to every  
10 employee in the agency every year, multiple times a  
11 year. What we've added to that is prior to a field staff  
12 meeting, we actually reach out to the local  
13 administration at those institutions and say "give us  
14 nominations. Who are your folks that are really the  
15 cream of the crop?" And then, unbeknownst to the  
16 employees, they actually are receiving awards of  
17 recognition at those field staff meetings in front of  
18 their peers rather than coming to Sacramento once a year  
19 for the employee of the year awards. This is done at a  
20 local level on a much more personal basis. And we've  
21 seen positive reactions to that as well.

22           We continue to hold our Strategic Business  
23 Planning sessions and are including not just  
24 incarcerated individuals for their feedback, but also  
25 staff. And I got an opportunity, thank you Suzie, to sit  
26 in on one of those sessions with both staff and



1 incarcerated individuals up at Pelican Bay. And the  
2 interaction was much more positive than I expected it to  
3 be. And so, it showed me that those sessions are  
4 working, and folks that were involved with prior  
5 sessions did share that they're much more open flow  
6 conversations from both sides - incarcerated individuals  
7 and our civil service staff.

8           One of the most recent programs we just rolled  
9 out last month that has been met with very positive  
10 feedback is a "stay" interview. As an agency, I think  
11 that many State agencies practice exit interviews. And  
12 as an employee is leaving - particularly a long-term  
13 employee - we sit and we ask, "why are you leaving?",  
14 the missed opportunities. Why don't we ask those who are  
15 staying, "why do you stay? What keeps you here?" And so,  
16 we have implemented stay interviews. These are  
17 nonperformance related conversations between a  
18 supervisor and employee just to garner information on  
19 why they stay, what we're doing well, and where we can  
20 improve employee engagement. It's voluntary - we are not  
21 requiring supervisors to do it. But the goal is, you do  
22 it six months after a performance evaluation. You don't  
23 want to tie the two areas - they need improvement, or  
24 they are doing great - and then you say "Oh, by the way,  
25 why are you staying with us?" Because you want it to be  
26 two separate conversations. We'll be collecting

1 statistical information on that. For those that do  
2 choose to participate and give us their feedback, so  
3 that we continue to grow.

4           In partnership with these stay interviews,  
5 we're also creating - and we are in the beginning stages  
6 - of developing a values ambassador program. What that  
7 will do is it will take those employees that are new to  
8 CALPIA that are really looking for someone to - for lack  
9 of a better term - show them the ropes, to mentor them.  
10 But not in a supervisory, subordinate way, and not from  
11 within your own program area. And so, the goal would be  
12 to mentor and coach each other through the mission, the  
13 vision, the values of CALPIA, and how they're put into  
14 practice in our daily work lives. We're also going to be  
15 cross-educating employees. For instance, if we have a  
16 new employee starting in operations, perhaps we'll  
17 assign them a values ambassador from accounting so that  
18 they can actually talk, cross-pollinate their knowledge,  
19 and see how what their actions are doing are impacting  
20 others. And it's really just to let folks know, give  
21 them an understanding, of how their programs impact  
22 everything within the agency and ultimately - fostering  
23 more cooperative and understanding working relationships  
24 agency wide.

25           The goal is that by the end of this fiscal  
26 year, we'll have everything developed - including a

1 handbook - how ambassadors are selected or volunteered  
2 for and all of those tasks that are tied with it. The  
3 goal would be to roll it out to Central Office this  
4 year, and participants and all new employees will  
5 receive periodic surveys. "How's your first 30 days  
6 been?" "How's your first 60 or 90, six months, and then  
7 a year?" Once we can gather all of that data and see how  
8 their master program's gone, we can retool and then go  
9 out to the field and implement it in the field as well.  
10 We've got folks from the field on our development  
11 project team so that we make sure we're not missing the  
12 mark on those. And I really - I really anticipate some  
13 great working relationships coming out of that.

14           And then the final thing that we've really  
15 done is we have joined over with CDCR and CCHCS's  
16 Disability Advisory Committee (DAC), and rather than  
17 holding our own separate committee each month, we're  
18 partnering as all three agencies, so that we can ensure  
19 concerns with disabilities and accommodations for all of  
20 us within the three agencies are being met through the  
21 same responses, in the same types of goals, and sharing  
22 that information overall. We do remain committed to  
23 seeking feedback on the ways to improve our staff  
24 retention and our buying to the mission vision values of  
25 the agency, and we acknowledge that it begins and ends  
26 with employee engagement. And I think some of these

1 improvements have really had a direct tie to the  
2 significant reduction in the turnover that we've seen in  
3 the last two to three years. As an agency we reduced our  
4 turnover by about three and a half, four percent, which  
5 is fantastic. So, I open up for any questions you all  
6 may have.

7 MEMBER DAVISON: Just a comment. That sounds  
8 really good.

9 MS. KAMAKANI: It's really been refreshing. And  
10 it's been a very fun project to work on. It originated a  
11 lot out of the Strategic Business Plan. And it's just  
12 been really fun to watch the change within the  
13 organization and the positive responses that we're  
14 getting.

15 CHAIR FOSS: I like the stay interviews. That's  
16 a real good one (indiscernible).

17 MS. KAMAKANI: (Indiscernible) Yeah - it really  
18 makes sense instead of asking "why are you leaving?" we  
19 should be asking "why are you staying?"

20 CHAIR FOSS: Exactly. Yeah.

21 MEMBER MARTIN: So, how do we compare to other  
22 State Agencies as far as turnover.

23 MS. KAMAKANI: I haven't looked at total  
24 turnover for every classification, because many of our  
25 classes are so specific to us, but one class series that  
26 I follow very closely - I think it's no surprise - is

1 the Custodian Series. Turnover and vacancy rates in the  
2 custodian classification right now are in excess of 50  
3 at many agencies, and we're running on average at about  
4 21 percent. We drop below and then will increase  
5 occasionally. But many times, what we're seeing now is  
6 when we do see vacancies there, it is usually because  
7 we're promoting folks up through the ranks. And we are  
8 using our training and development assignments to even  
9 pull from that series to move into our enterprise  
10 classifications. So, we're really trying to look  
11 internally at how we keep these folks around.

12 MEMBER MARTIN: That's good (indiscernible).

13 MS. KAMAKANI: It's been fantastic. I credit  
14 all of the agency with that.

15 MR. DAVIDSON: And I look forward to - on these  
16 stay interviews - seeing some of the results on that.  
17 And I suspect, and I hope that what we see is one of the  
18 biggest factors contributing to that, is just the  
19 understanding and appreciation for our mission. I think  
20 that throughout the organization, there is a great  
21 appreciation for the rehabilitative work that we do. And  
22 my hope is that truly that manifests itself in the  
23 results that we see coming out of the stay interviews.

24 MEMBER QUANT: You mentioned that you are  
25 providing some sort of training for having budget  
26 request stuff. Is that like the state budget process? Or

1 is that the internal PIA like requesting resources from  
2 - because I understand that PIA has its own...

3 MS. KAMAKANI: That's a great question. It is  
4 geared more towards the PIA methodology, just because we  
5 do write our BCP's in such a different way, and that if  
6 we have folks that have come from other agencies, and  
7 they go to write a BCP - it's completely different than  
8 what they're accustomed to. So, the goal with our  
9 Leadership Academy is many times we do have folks that  
10 have become leaders at other agencies, and it's  
11 fantastic to bring fresh blood in. But there are some  
12 nuances that have to be taught about our mission, and  
13 how we accomplish it, and the steps that we take  
14 together what our delegation is, and our authority. And  
15 so that's what this academy is really geared towards.  
16 You know, how we operate as an agency.

17 MEMBER QUANT: That's great.

18 MS. KAMAKANI: Thank you.

19 CHAIR FOSS: I also went to see CCWF and see  
20 all of the new equipment. It's really an incredible  
21 operation, as of the dental lab there. Super impressive.

22 MR. DAVIDSON: Yeah, if you are ever down by  
23 CCWF... Yeah, you see the pictures up here but in person -  
24 and that's again just one portion of their new equipment  
25 that didn't reflect the rest of that...

26 CHAIR FOSS: I really enjoyed that. An

1 incarcerated lady walked me through and told me about  
2 every single station and what they did - like she knew  
3 it better than people that worked in there.

4 MR. DAVIDSON: One hundred percent.

5 CHAIR FOSS: Super impressive.

6 MR. DAVISON: They run the program.

7 CHAIR FOSS: So great job there. Thank you. We  
8 will now be moving on to our action items. So, Mr.  
9 Davidson, Action Item A?

10 MR. DAVIDSON: So, Action Item A has to do with  
11 the CMF Psychiatric Inpatient Program (PIP), meaning, as  
12 you recall at the last board meeting we presented an  
13 item that was approved by the Board to add an additional  
14 29 State Civil Service positions and 45 incarcerated  
15 work assignments to take on the cleaning of - at that  
16 time that we presented - the cleaning of what's known as  
17 the inner PIP at CMF. And so, the Board approved the  
18 positions and the funding part for that cleaning piece.  
19 What's known as the outer PIP at that time was going to  
20 be taken on by the institution. CMF themselves were  
21 going to take on that cleaning. Subsequent to the last  
22 Board meeting, we did receive a request from CDCR, from  
23 the institution, for us to - in addition to the inner  
24 PIP - to also take on the cleaning of the outer PIP.

25 And my, first and foremost, my piece with that  
26 is we need to ensure that if we do that, that we do have

1 incarcerated workers who can participate in that.  
2 Otherwise, we're just cleaning, which isn't our mission,  
3 it isn't what we do. And the institution again assured  
4 us that we would have the necessary incarcerated workers  
5 to take on that additional cleaning. So, what we're  
6 requesting today is an additional 17 State Civil Service  
7 positions which would be 15 permanent full-time and then  
8 2 permanent intermittent positions for that additional  
9 outer PIP cleaning. And then 17 additional incarcerated  
10 worker work assignments to help us, you know,  
11 participate in that program. And so again, just for  
12 those who may not recall. This came about because the  
13 institution had a contract with PRIDE Industries to take  
14 on this work. SEIU challenged them, that contract, with  
15 the State Personnel Board, stating that that was taking  
16 on work that Civil Service employees could do -  
17 violation of Government Code section 19.1.30. The  
18 Personnel Board did rule in favor of SEIU, so that  
19 contract with PRIDE has to be cancelled. It'll be  
20 cancelled effective August 3<sup>rd</sup>. And so, we will take on  
21 that cleaning. Obviously in advance of that, we plan to  
22 start to have folks hired and trained sometime in May,  
23 so there can be some transition time with PRIDE  
24 Industries. To learn how to do that cleaning inside the  
25 PIP - it is a little bit different of an area than the  
26 regular hospital that they clean. We do that at Salinas



1 Valley State Prison and one other institution. So, it's  
2 not something that we don't do or haven't done before.  
3 But it is a unique effort for us, and I just wanted to  
4 share too, and I shared a little bit ago, but we did  
5 conduct a very, very successful hiring event focused on  
6 the initial 25 positions that we're hiring for. There  
7 was a three-day event a couple of weeks ago that we held  
8 in Vacaville. Again, we focused on gearing up for those  
9 new positions. And we had over 300, nearly 350  
10 applications for the three different classifications of  
11 positions that we're hiring for. And we conducted those  
12 three days - at least 100 or more interviews, and then  
13 we had additional follow up interviews that came in a  
14 couple weeks after the fact, and we could actually do an  
15 interview at that time and would actually have a  
16 livescan fingerprint also set up. So, folks who passed  
17 an interview could go and conduct their livescan. So, a  
18 very, very successful hiring event that, I think, has  
19 the definite framework to have these positions filled on  
20 time and able to begin this effort when we need to. So  
21 again, our request today is just for approval for those  
22 additional 17 State Civil Service positions and the 17  
23 incarcerated worker assignments.

24 CHAIR FOSS: Thank you. Do I have any comments  
25 from the Board members regarding Action Item A?

26 MEMBER AGHAKHANIAN: So moved.

1                   MEMBER VAUGHN: Second... Was there a call for  
2 a vote? Did I hear someone say so moved?

3                   MEMBER MARTIN: I just have a quick comment,  
4 really quick. So, I don't know what you guys did to get  
5 all those people there, but a great job doing that. I  
6 just have to say that I know how difficult it is to hire  
7 people right now. And how difficult it is to even get  
8 them in the door, so that is just amazing - I would love  
9 to hear what you guys did [laughter]

10                  MR. DAVIDSON: So, one thing - and thank you  
11 for bringing that up - there was something that happened  
12 - I mean, certainly great outreach effort by Debi,  
13 Michele, and folks. The graduation we talked about at  
14 Solano that happened on February 6<sup>th</sup>, which was about  
15 three or four weeks before the hiring event. We had a  
16 reporter from the Vacaville Reporter who was there, they  
17 did a story, and I think you probably saw the story, on  
18 the graduation. Well, he also heard about this hiring  
19 event that we had going on, so he reached out to Michele  
20 and said, "Can I do a story on the hiring event?" He did  
21 a story in advance of the hiring event to promote it,  
22 and I think that was probably successful too. [laughter]

23                  MEMBER MARTIN: [Laughing] Okay, that's  
24 cheating. That's fantastic. So, anyways, great job.

25                  MR. DAVIDSON: Thank you.

26                  [Indiscernible - Laughter]

1 MR. DAVIDSON: And that is a hard to recruit  
2 area, so that was really great.

3 MS. KAMAKANI: Bill, I did confirm it's 15  
4 names that have already come through on hiring packages.

5 MR. DAVIDSON: 15 of them? Fantastic.

6 CHAIR FOSS: Really great. So, thank you, as a  
7 reminder, if any member of the public would like to make  
8 a comment regarding this item, please have a speaker  
9 request form filled out, and then come forward and state  
10 your name and affiliation. For any member of the public  
11 who is in virtual attendance, please ensure that you  
12 have dialed into the meeting using the number  
13 1(669)444-9171 and then dial \*9 to raise your hand to  
14 speak. Our meeting organizer will place you in order and  
15 will call out your name, and or the last four digits of  
16 your number when it's time for you to speak. Please  
17 state your name and affiliation so that we can make note  
18 in our records. Each speaker is limited to two minutes  
19 for public comment.

20 BOARD SECRETARY MARION: Anyone?

21 CHAIR FOSS: Is there a motion to approve  
22 Action Item A?

23 MEMBER VAUGHN: Yeah, it was moved by... and I  
24 seconded it.

25 BOARD SECRETARY MARION: Moved by Armond and  
26 seconded by Troy okay.

1 CHAIR FOSS: Board Secretary, please call the  
2 roll.

3 BOARD SECRETARY MARION: Okay... Alright,  
4 Member Aghakhanian?

5 MEMBER AGHAKHANIAN: Aye.

6 BOARD SECRETARY MARION: Member Davison?

7 MEMBER DAVISON: Aye.

8 BOARD SECRETARY MARION: Member Lopez?

9 MEMBER LOPEZ: Aye.

10 BOARD SECRETARY MARION: Member Martin?

11 MEMBER MARTIN: Yes.

12 BOARD SECRETARY MARION: Member Patterson?

13 MEMBER PATTERSON: Aye.

14 BOARD SECRETARY MARION: Member Quant?

15 MEMBER QUANT: Aye.

16 BOARD SECRETARY MARION: Member Vaughn

17 MEMBER VAUGHN: Aye.

18 BOARD SECRETARY MARION: Member Zheng?

19 MEMBER ZHENG: Aye.

20 BOARD SECRETARY MARION: Vice Chair Singh? Can  
21 you give a thumbs up or raise your hand?

22 MEMBER VAUGHN: He said aye, he was on mute.

23 BOARD SECRETARY MARION: Okay. And Chair Foss?

24 CHAIR FOSS: Aye.

25 BOARD SECRETARY MARION: Okay, motion passes 10  
26 to 0.

1           CHAIR: Motion carries. Now we will move on to  
2 Information Item A. Mr. Davidson?

3           MR. DAVIDSON: Alright, here to present  
4 Information Item A is Rusty Bechtold, our Assistant  
5 General Manager for Workforce Development.

6           MR. BECHTOLD: Good morning, Prison Industry  
7 Board members. I'm Rusty Bechtold, the CALPIA Assistant  
8 General Manager of Workforce Development. I'll be  
9 presenting a summary on the recent meeting of the PIB  
10 Subcommittee for Incarcerated Individual Employability.  
11 You can refer to Information Item A in your binder for  
12 any further details on what I'm going to speak about.  
13 The Incarcerated Individual Subcommittee is comprised of  
14 Prison Industry Board members Dawn Davison, Kyle  
15 Patterson, Eddy Zheng, and myself. This subcommittee was  
16 created to provide feedback, guidance, and expertise  
17 regarding career training opportunities, external, and  
18 potential Joint Venture Program (JVP) partnerships.  
19 Resources and connections for individuals returning to  
20 their communities as well as tracking employment for  
21 previously incarcerated individuals. Our most recent  
22 meeting was on February 26<sup>th</sup> of 2024, and we discussed  
23 some valuable updates regarding workforce development  
24 programs and initiatives. And I'm here to review those  
25 with you.

26           The first topic I want to discuss is the Civil

1 Service Prison to Employment, or otherwise known as P2E,  
2 hiring event. P2E is a statewide government initiative  
3 intended to strengthen the connection between the state  
4 workforce and the correctional system to improve the  
5 process by which formerly incarcerated individuals  
6 reenter society and the labor force. The program's goal  
7 is to create an ongoing partnership between CDCR and the  
8 state workforce system to better aid in the success of  
9 these previously incarcerated individuals. It truly is a  
10 partnership and government participation. Some of the  
11 partners are GovOps, CDCR, CALPIA, Caltrans, CalHR, DGS,  
12 and the California Workforce Development Board are  
13 participating.

14           The last P2E hiring event was at the Sierra  
15 Conservation Center (SCC) in the fall of 2023. We  
16 started this process at SCC with the entire institution  
17 population considered to participate in the process. The  
18 individuals selected for these sponsored Caltrans  
19 positions, where they were there to fill highway  
20 maintenance worker positions in the state. The  
21 participants were led step by step through the process  
22 of applying for a state job. Starting with having a  
23 Townhall event, taking the exam, applying for it with a  
24 Cal Careers account, and ultimately being interviewed if  
25 they were selected. The individuals who participated in  
26 this process gained valuable insight on how to apply and

1 secure a job - both in the state and in the private  
2 sector. The eligible pool started with 111 candidates at  
3 the very beginning and met specific release dates and  
4 security requirements. We conducted a Townhall  
5 information and training session for 52 of those  
6 incarcerated individuals and 25 individuals applied and  
7 took the State Exam. 23 passed and were eligible for  
8 interviews. Caltrans selected 22 for interviews and  
9 issued one letter of intent at the end of those  
10 interviews. The last three hiring events combined since  
11 2021, have been conducted at Solano, CCWF, and now SCC.  
12 As a total, 78 have received the training, application,  
13 and civil service testing experience. CalTrans has  
14 distributed 31 intent-to-hire letters, and incarcerated  
15 individuals can use these letters when they are released  
16 to initiate the process of getting hired. There have  
17 been four confirmed hires for CalTrans as of the date of  
18 this meeting in regard to actually working at CalTrans.

19           The P2E committee is currently in the  
20 discussions and review stages of working with all  
21 members to determine what the event should look like in  
22 the future. I mean, you could imagine that that many  
23 government agencies together trying to make sure we're  
24 moving in one giant cruise - It does take quite a bit of  
25 time and effort. So, and I want to point out some  
26 important benefits afforded to these "II" (incarcerated

1 individual) candidates. We all want them to get the job  
2 - that is our main goal. But let's not forget the job  
3 search training, the interview training, taking a test,  
4 filling out a real job application, remembering their  
5 personal skills and knowledge of what they've learned.  
6 These are very important tools for them to take with  
7 them while looking forward to employing upon release,  
8 even outside of all of that experience.

9           This leads to a perfect segue from P2E to  
10 CALPIA's Entry to Employment, or what we like to call at  
11 CALPIA - our E2E Network, which was derived in part for  
12 the P2E program. The E2E Network is specific to the  
13 incarcerated individuals working and training in only  
14 CALPIA positions at each institution. So, it doesn't  
15 include the entire institution, only CALPIA positions.  
16 CALPIA created E2E as a more permanent job connection  
17 process between CALPIA trained workforce and the outside  
18 employer. The E2E Network objective offers CALPIA  
19 incarcerated individuals an opportunity to be trained on  
20 how to find a job in the modern market, make employer  
21 connections, and above all - obtain employment prior to  
22 being released.

23           CALPIA leads the way in this job search  
24 capability and will be the first to offer this method of  
25 pre-employment connection inside the institution. It is  
26 the mutual desire of CALPIA, with our partner of the



1   Employment Development Department (EDD), a software  
2   company under contract with us to assist these  
3   individuals to obtain the best employment opportunities  
4   they can get. The E2E process connects seamlessly upon  
5   release of the individual. They will receive full EDD  
6   Cal Jobs access at the time of release, with full access  
7   to all their documents, resumes, discovered employers,  
8   and match their job skills. They also receive access to  
9   further EDD services such as the local American Job  
10   Centers funded benefits and their continued training and  
11   education that they had prior to release.

12           The E2E pilot launched, just this December of  
13   2023, and the services that were made available right  
14   now to Solano, Valley State Prison for men, and CCWF.  
15   Currently, as we sit in this meeting, San Quentin is  
16   being rolled out at San Quentin this week - all this  
17   week - and Avenal will be in April. CALPIA's E2E team  
18   planned to have the initial pilot implemented at 13  
19   institutions by December 2024. The remaining  
20   institutions will be implemented during Phase 2 during  
21   the calendar year of 2025. CALPIA's Workforce  
22   Development Coordinators are at the heart of this  
23   program. They provide the E2E training and support to  
24   individuals, both in person and in written instructions.

25           The stats to date are as follows - so far, we  
26   have 23 enrolled users, we have 25 resumes created, 34

1 job applications submitted to actual employers, 6  
2 individuals have been released, and 3 have already  
3 transferred their accounts to the Cal Job system, so  
4 they can use upon their release.

5 I'm pleased to announce that the first E2E  
6 Network story is a success. We already have our first  
7 individual, Mr. Douglas Woodall, currently assigned to  
8 CALPIA at Solano Metal Fabrication and set for release  
9 on April 17<sup>th</sup> of 2024. Our IEP E2E call center received a  
10 contact from an employer two weeks ago - Clark Pacific -  
11 a prefabricated building system manufacturer. Clark  
12 Pacific represented and responded to the resume  
13 application that was submitted in the actual E2E Network  
14 for employment by Mr. Woodall directly. A CALPIA staff  
15 returned the call on Mr. Woodall's behalf to inform them  
16 of the program and status of Mr. Woodall. The Clark  
17 Pacific representative continued a strong interest in  
18 Mr. Woodall and his qualifications for the published job  
19 opening. The employer representative shared that Clark  
20 Pacific is a strong supporter of second chance  
21 employment in California. They showed strong interest in  
22 Mr. Woodall to the point that if the current position  
23 was not available at the time of release, they would  
24 offer Mr. Woodall another application upon another job  
25 opening at Clark Pacific, based on his qualifications.  
26 The company would like to learn more about him and have

1 an interview upon his release. CALPIA staff shared this  
2 news with Mr. Woodall just last week, and he was  
3 extremely happy and excited to have a job contact. The  
4 Clark Pacific representative was also very interested to  
5 learn more about CALPIA, the organization, and all the  
6 job training and employment programs that we offer.

7 I realize that this is just one. However, it's  
8 the start - and it's just the beginning. I see receiving  
9 our first job contact in just over 60 days from the  
10 launch of E2E as something special and a win. The E2E  
11 committee, frontline staff, agency partners, EDD,  
12 contract vendors, and our PIA executive leadership have  
13 been working on this project for two plus years and now  
14 have a real-life story to share. To coin, to coin a  
15 phrase from our General Manager, Bill, "this is a  
16 gamechanger", and this is the gamechanger, and this is  
17 the word he uses, and I can't say it any better than he  
18 did. So, tip of the hat to you there, Bill, gamechanger.  
19 The E2E team recognizes the importance and are  
20 personally committed to this project. They're now  
21 carrying this across the finish line. And I say, great  
22 job and congratulations.

23 An update to the employment transition  
24 document sharing moving past E2E. CALPIA's IEP program -  
25 or Industry Employment Program - currently offers  
26 electronic employment transition documents to the

1 incarcerated individual before being released. CALPIA  
2 started in 2023, offering the electronic transitions to  
3 employment packages statewide to all CDCR Division of  
4 Adult Parole, or DAPO regions, and they will be able to  
5 offer to the Post Release Community Supervision, or  
6 PRCS, county locations. I'm pleased to report that IEP  
7 now has 54 direct contacts out of the statewide 58 PRCS  
8 locations. The CALPIA employment transition documents  
9 are now being transmitted to those new PRCS locations  
10 and individuals being released to county probations and  
11 continuing with DAPO as well. We will continue to foster  
12 these connections, because partnerships are the key to  
13 success in this business. The transition CALPIA team  
14 communicate regularly with both of these groups to make  
15 sure their information is relevant and being used  
16 appropriately.

17           The last topic to report on from the  
18 subcommittee is an update to the filling of our  
19 Assistant Dive Instructor position at the CTE Marine  
20 Technical Training Center at CIM. Now, normally, we  
21 don't report on specific hires in CALPIA because it goes  
22 on every day. However, this is a hire that has some  
23 special characteristics that should be shared. The new  
24 instructor is named David Calvert. Mr. Calvert comes  
25 with a list of qualifications to make him the best  
26 candidate for the job. Some of the things that he comes

1 with are a [indiscernible] in the college of science,  
2 and certification in commercial diving. ADCI diving  
3 certificate. Scuba certification. Welding certification  
4 underwater and topside. First aid EMT. Forklift  
5 certification. OSHA 10, and so on. He is currently  
6 completing his education in employment and  
7 transportation management, logistics, and business  
8 leadership. Their credentials make him a strong  
9 candidate to fill the Assistant Dive Instructor  
10 Position.

11           Mr. Calvert has previously been incarcerated  
12 and last released in 2011. Mr. Calvert did not receive  
13 any dive training at CIM during his time, which is kind  
14 of a unique situation. However, he did work for CALPIA  
15 in his last two years before being released. After his  
16 release he went to work in the Gulf of Mexico and worked  
17 in the diving trade. He learned the trade with years of  
18 hands on and applied industry experience working in the  
19 Gulf training and getting his scuba credentials. Mr.  
20 Calvert previously worked in the Dive industry under one  
21 of our previous instructors, Jeff Powers, if you  
22 remember. And he also worked under the tutelage of Mr.  
23 Kalisana when he was in the Gulf as well. Mr. Calvert  
24 now returns with the desire and motivation to help  
25 others that are currently incarcerated to succeed post  
26 release - just as he has. We are currently going through

1 the necessary clearances to get him officially on site.  
2 He'll be a huge help to the current Dive instructor with  
3 recruitment and improve the entire program. CALPIA is  
4 leading by example to show other employers that  
5 individuals can earn their way back and be productive  
6 members of society, just given a chance.

7 In closing, the Incarcerated Person  
8 Employability Subcommittee will continue to meet and  
9 collaborate on ideas and feedback to help further PIA's  
10 mission and help change the lives of incarcerated  
11 individuals. And Workforce Development will continue to  
12 find ways to aid incarcerated individuals in their  
13 success, both pre and post release. That completes my  
14 presentation on this information item. If there's any  
15 questions that I can help answer...

16 CHAIR FOSS: Alright, any comments from the  
17 Board members?

18 MEMBER VAUGHN: I just. I just wanted to say,  
19 Rusty, how proud I am of the work that you and your team  
20 are doing. And I loved working with you when I was on  
21 that committee, and now to see a lot of the fruit that  
22 we were just talking about is now coming to fruition.  
23 I'm extremely excited to see, you know, the work that  
24 we're doing around E2E. And particularly the work that  
25 we wanted to do and are now doing is sharing with our  
26 transitional partnerships. And the fact that we're

1 leading by example and hiring people that are coming  
2 through our programs and people that were formerly  
3 incarcerated, you know, that's close to my heart. And  
4 so, I'm just excited all the way around. And also, I  
5 just wanted to say I'm happy to be back after dealing  
6 with my wife's health scare. And I really appreciate,  
7 you know, Bill and the whole Board, and everybody for  
8 their prayers. And the staff for really lifting us up  
9 during that time - a challenging time for me and my  
10 family. But I'm really glad to be back and to see this  
11 enormous amount of work. So, I'm seeing a lot of new  
12 faces though. It's good seeing everybody here, but just  
13 excited to really get back to the handle and come out to  
14 the graduation in April. But again, really good job  
15 Rusty, Bill, and the entire team.

16 MR. DAVIDSON: Thank you, Troy.

17 MR. BECHTOLD: Great to have you back, Troy.

18 MEMBER MARTIN: So, real quick Rusty. How do  
19 they qualify to be part of the E2E program?

20 MR. BECHTOLD: So, at least 180 days before  
21 their transition out they can apply through our  
22 transition program, and they can elect to participate or  
23 not. And if they do, we enroll them into the process.

24 MEMBER MARTIN: And you said that they now have  
25 all of their certificates online. I know we've been  
26 working on that for years. So that's music to my ears, I

1 got to be honest with you.

2 MR. BECHTOLD: I figured you'd like that.

3 [Laughter]

4 MEMBER MARTIN: So, they actually have that all  
5 online and can access it?

6 MR. BECHTOLD: So, they can either access it  
7 when they leave, they can access it when they call us  
8 after they leave, they can now access it through their  
9 E2E network when they transfer out on Cal Jobs and all  
10 that information will be available to them. And if they  
11 go to a parole office or their probation office, those  
12 agents or officers will also have a copy. So, there are  
13 probably 6 or 8 different ways that they should have  
14 access to all their information. So, there should be no  
15 reason not to have that at their fingertips.

16 MEMBER MARTIN: [Puts his hands up in praise]  
17 Woo, that's awesome.

18 [Laughter]

19 MR. BECHTOLD: We just put it out there as much  
20 as we can get it out there.

21 MEMBER MARTIN: That's fantastic.

22 MEMBER DAVISON: Rusty, can you explain the E2E  
23 just a little bit more? Like, how that works.

24 MR. BECHTOLD: So, you mean the actual concept?

25 MEMBER DAVISON: Yeah.

26 MR. BECHTOLD: So, we just wanted to be able to



1 create the ability for them to find an employer or have  
2 the ability to know how to find an employer before  
3 they're released. Because we understand that when we  
4 give them a packet of information, and then they get  
5 released, they get distracted and lose sight of the  
6 important things. And I believe it all begins with a  
7 job. And if they lose that distraction, then we've lost  
8 their attention. So, this E2E Network is a way to one,  
9 get them trained and have the ability to know "when I  
10 get out, how do I go about doing it? What does a resume  
11 mean? What does an electronic application mean? What  
12 does all that stuff mean?" And then, obviously, the  
13 bullseye target is what I just gave you an example on is  
14 having an employer contact us for an actual job and  
15 resume that was submitted online by saying "I'm  
16 interested in this individual based upon their  
17 qualifications." And that way they have some place to go  
18 right when they hit the ground to go out and not have  
19 the distraction. So, we had to just partner with EDD in  
20 order to put that Cal Jobs and PIA relationship in  
21 place.

22 MEMBER DAVISON: So, they have all of that  
23 before they leave

24 MR. BECHTOLD: Pre-release. This is while  
25 they're, while we currently have them in our CALPIA  
26 positions, right?

1                   MEMBER DAVISON: Right. That's why the Cat- I'm  
2   sorry - the Clark Pacific, whoever was inquiring before  
3   the (indiscernible) got released.

4                   MR. BECHTOLD: Yes. Exactly.

5                   MEMBER DAVISON: That's BIG.

6                   MR. BECHTOLD: Yeah, gamechanger.

7                   MEMBER DAVISON: Gamechanger!

8                   [Laughter]

9                   MR. DAVIDSON: And if I could just, you know,  
10   back to Felipe's question on the requirements. When we  
11   rolled it out in Solano... And initially, we had 10 people  
12   who were a part of that program, and I have to say, when  
13   I heard that, I was very disheartened. I thought, "only  
14   10 people, how do we only have 10?" And then the "oh  
15   duh" moment clicked with me regarding the 180 days  
16   requirement. So, I think that's a perspective that we  
17   all need to keep in mind. They have to be within 180  
18   days of release date before they can be a part of it. So  
19   yeah, that's going to limit that pool. So, 10 became a  
20   much more favorable number. When you talk about 23 among  
21   the 3 institutions that are Live right now, that's not a  
22   bad number.

23                  MEMBER DAVISON: And yeah, we asked the same  
24   question in the committee. It's like, why only such a  
25   small amount. And now we...

26                  MR. DAVIDSON: Yeah, yes. That's an important

1 perspective to maintain.

2           MEMBER LOPEZ: I like the fact that you're  
3 working with the workforce investment boards. They're a  
4 great resource. They can even provide even more training  
5 if they need it. I would suggest, also, that they reach  
6 out to their billing trades councils of their respected  
7 areas that they're being released to because they even  
8 funnel them in the direction of who's hiring in the  
9 construction field.

10           MR. BECHTOLD: Thank you.

11           MEMBER MARTIN: So, getting into the E2E  
12 program, what is it that you guys provide? I kind of  
13 heard that we provide resume assistance, and that was  
14 really spelled out. So, what is it that we do for the  
15 incarcerated individual as they're going through this  
16 process.

17           MR. BECHTOLD: We ask them the questions that  
18 if - the fact that you are going to be creating a resume  
19 or job application - here is the information that I want  
20 you to start working on and start lining out. "What's  
21 your job experience? What's your certification?" And  
22 then bringing that back to the actual E2E Network. And  
23 they will actually input that information into a preset  
24 resume form that we've designed for them. And that way  
25 it will look the same for everyone except for their  
26 qualifications. And then we teach them how to actually

1 search through the E2E Network over tens of thousands of  
2 jobs that are actual live jobs that are being posted not  
3 only through EDD, but also through their search engines:  
4 Monster, Indeed, LinkedIn, all of those things are now  
5 available to them to research on. Now, we had to do a  
6 lot of security software enhancements in order for them  
7 to not be able to do certain things in there, but  
8 they're still able to go there and search out a job.  
9 Find out how well does it fit my application and my  
10 resume? And it's kind of a target situation, and the  
11 more the targets filled in the greater they're  
12 qualified. So, we try to review those sorts of things,  
13 and those communications are done with the Workforce  
14 Development Coordinator. And it's really done by the  
15 staff reviewing those, because if they want to apply for  
16 something like Indeed, they can't just submit the  
17 resume. They have to contact the Workforce Development  
18 Coordinator and say, "I want to apply for this job" and  
19 the Coordinator has to fill out the application on their  
20 behalf and then submit it because we can't have the  
21 direct communication with that. So, we're doing it on  
22 their behalf. But, as you can see, it's - it is working  
23 in regard to that.

24 MEMBER MARTIN: So, as an employer, I normally  
25 hire 30, 45 days out, right? You guys did a fantastic  
26 job hiring 64 days out but being 180 days out - and like

1 Clark Pacific said - Okay, if we don't have that  
2 position when he's out, because we need someone now. He  
3 may have a position... Would it be prudent to maybe get  
4 them up to speed and then send out the resume 60, 45  
5 days before there release (indiscernible) may be  
6 successful.

7 MR. BECHTOLD: So that 180-day time period is  
8 mostly spent on prepping them to get to that point. So,  
9 we don't actually - so far - and of course this is all  
10 learned by doing. This isn't like - we don't have any  
11 sheet music.

12 MEMBER MARTIN: No that's... The fact that you're  
13 doing this is fantastic.

14 MR. BECHTOLD: And to your point, yes, and that  
15 was the part that we didn't want to have applications  
16 out there 60, 90 days. Because we were cautious of that.  
17 Because we knew that employers weren't going to wait  
18 that long, and we didn't want to set them up for that.  
19 So, we're trying to get in that 30 or 45 day or less  
20 window, because they have to send those out, and get  
21 responses back. So that's where Mr. Woodall came in is  
22 about 30 days or 40 days or so. But yes, you're  
23 absolutely right. You don't want to do it too far in  
24 advance. Otherwise, they're not going to have a job when  
25 they get out there.

26 CHAIR FOSS: How does the incarcerated

1 population know that this is available to them? Do you  
2 guys get a list of the 100 or so when they hit that  
3 mark?

4 MR. BECHTOLD: Our Coordinators are pulling  
5 SOMS reports every month and all the workers that are at  
6 their assigned location will come up on their report  
7 saying they're within 180 days, and they're  
8 automatically sent a questionnaire saying "Here's your  
9 Transition documents. Would you like to participate in  
10 CALPIA's Transition process?" And one of those options  
11 is the E2E Network, and if they choose to participate in  
12 that, they'll be given that opportunity.

13 MEMBER MARTIN: How is that sent to them?

14 MR. BECHTOLD: I'm sorry?

15 MEMBER MARTIN: How is that sent to them?

16 MR. BECHTOLD: It's sent to them personally in  
17 regard to the Coordinator, since they send it to their  
18 supervisor and who hands them the questionnaire.

19 MR. DAVIDSON: Just a real quick, my own  
20 personal experience with this. So, when we had that  
21 graduation at Solano in February, Rusty told me that Mr.  
22 Woodall would be at the graduation and was one of the  
23 initial participants in this program. So, I had the  
24 opportunity to sit and talk with Mr. Woodall for a  
25 little while, and he was so excited about this  
26 opportunity, and had not had his job offer yet. You

1 know, he was still in the process, and he knew that  
2 within 60 days he was going to be getting out. But the  
3 hope and excitement that he had and with being able to  
4 actually be looking for and applying for real live jobs  
5 while still there was huge and it just - you know - I've  
6 been excited about this, as Rusty said it's been a  
7 couple of years in that effort to get it implemented,  
8 but to be here and to see that. And then when I got the  
9 email from Rusty one evening, indicating that we had our  
10 first success, and that it was him, I could not have  
11 been more thrilled.

12 [Indiscernible conversation]

13 MS. KANE: I got a picture of them, I'm so  
14 excited.

15 MR. DAVIDSON: It's really exciting. It's huge.

16 MR. BECHTOLD: In closing I wanted to let the  
17 Board know that the National Correctional Industry  
18 Association has asked California, CALPIA, to present  
19 those two topics actually in a training class. So  
20 myself, Suzie, and Debi will be presenting both the P2E  
21 and the E2E as a training class at NCIA in Texas. Any  
22 other questions?

23 [No response]

24 MR. BECHTOLD: Great, thank you everybody.

25 CHAIR FOSS: Thank you. Okay, Information Item  
26 B? Bill and Suzie?

1                   MR.DAVIDSON: Here to present Information Item  
2 B is Michele Kane.

3                   MS. KANE: Good morning, Board members. I  
4 wanted to give you an update on our legislative  
5 subcommittee. I would first like to thank Board members  
6 Felipe Martin, also Kyle Patterson, and Dr. Armond  
7 Aghakhanian for serving on this committee. I could not  
8 do it without you guys. We had a Teams meeting back in  
9 February, and just last week on March 20<sup>th</sup> we had our  
10 Capitol Tour. Mr. Martin, Mr. Patterson, Public  
11 Information Officer Stephanie Eres and myself, we all  
12 visited many Assembly and Senate offices. We got a  
13 chance to talk with lawmakers and staff. This was an  
14 informational tour, with the purpose of visiting new  
15 members that serve on both the Assembly and Senate  
16 Public Safety Committees. We passed out our Recidivism  
17 Report. We passed out our Report to the Legislature,  
18 which was well received. I believe it was a very  
19 successful day at the Capitol. We networked and we  
20 provided them with valuable information - valuable  
21 information about CALPIA. And I'm just going to turn it  
22 over to Felipe or Kyle. Or if you guys want to comment  
23 on the day itself.

24                   MEMBER MARTIN: Alright, Kyle do you want to go  
25 first?

26                   MEMBER PATTERSON: Hey, good morning, everyone.



1 MR. DAVIDSON: Good morning.

2 MEMBER PATTERSON: Good work to Michele and  
3 just everybody - all hands that attended that Capitol  
4 Tour. It was great. Felipe. Yeah, I really enjoyed that  
5 experience. It was new to me, just going in as a Board  
6 member. I learned a lot of what we do just in that  
7 little period of time. Felipe and Michele, they were up  
8 in there tag teaming them, so it was really good. I  
9 think we made some really good headway, because one of  
10 the things I notice with several of the elected  
11 officials were - they didn't know much about CALPIA and  
12 what we do. And I was taken aback by that because, you  
13 know, we're so close. This is a state agency that  
14 provides this work that we do. And I thought it was  
15 really informational for them. They learned a lot. And I  
16 think we really built some good relationships that day.  
17 So, good work again, team. Thank you for letting me be a  
18 part of that.

19 MEMBER MARTIN: So, to follow what Kyle said,  
20 it was impressive to go out there and share the mission  
21 of what PIA does. And having been on the Board for the  
22 past five years or so, I've had the opportunity - or the  
23 joy of actually serving on the Board. And the joy of  
24 representing all of the employees at PIA, because if it  
25 wasn't for them, we wouldn't be doing what we're doing  
26 and what you guys are doing is really the mission. It's

1 important, I mean, like Kyle said... The people there  
2 don't necessarily know what we do. And to really express  
3 what it is, we change lives. And that's really what I  
4 start with. What we do is change lives, and we make the  
5 lives of people that are incarcerated better when they  
6 leave. And we make sure that they have an opportunity to  
7 succeed. And the E2E Program is just one of many  
8 programs that we have. We're continually improving on  
9 those programs. And being able to go out there and - I'm  
10 going to say this - minister what we do, really  
11 reinforces what we do. And so just hearing what it is we  
12 do, talking about it, sharing it with people. When you  
13 talk to staff and all of a sudden, the staff says, well  
14 you know what, I need you to talk to the actual Senator,  
15 because what you guys do is important, and public safety  
16 is the big thing out there. We have 85% of our  
17 incarcerated individuals that go through our program -  
18 and unfortunately, we are only able to touch 5,700  
19 roughly - don't come back. And that's success. I mean,  
20 that says what PIA is doing is fantastic. So, just going  
21 in there, just sharing that was just great. Was it quick  
22 and short? You know, 25-30 minutes, go go go... and let me  
23 tell you we're moving. But it was fantastic. I think  
24 it's one of the most important things we can do, and we  
25 need to continue to do that, and to continue to share  
26 what it is we do in PIA, and how we really change lives.

1 I think it's - we know what it is internally, but  
2 externally we don't, and having been a Correctional  
3 Officer, you know, previously, in my previous life. I  
4 didn't know what PIA did. I didn't know as a  
5 Correctional Officer and I apologize CDCR, but I didn't  
6 know what it was until I really started serving on the  
7 Board. It really didn't hit me until I was on the Board  
8 for several years, and then really seeing all the  
9 different programs. The impact that we have not only on  
10 the lives of the incarcerated individuals, but when they  
11 leave, the lives of their families, and how that  
12 changes. And Kyle sharing his story, it really does  
13 impact lives. So, it's just fantastic to have that  
14 opportunity. So, thank you.

15 MS. KANE: Yeah. What a great day.

16 MEMBER MARTIN: As you can tell I get a  
17 little...

18 MS. KANE: I know.

19 MEMBER MARTIN: It was awesome.

20 MEMBER DAVISON: It's hard for me to believe  
21 that the Legislature, after all these years, and all of  
22 our reports, that we send every year, do not know what  
23 CALPIA does.

24 MS. KANE: I know.

25 MR. DAVIDSON: Well, one of the things to keep  
26 in mind, though, is -

1           MEMBER AGHAKHANIAN: I have my hand up.

2           MR. DAVIDSON: Is the constant turnover within  
3 the Legislature. And so they're always getting...

4           MEMBER DAVISON: Well, they are getting our  
5 reports.

6           [Laughter]

7           CHAIR FOSS: We had a hand up.

8           MS. KANE: Armond?

9           MEMBER AGHAKHANIAN: Thank you. I think another  
10 strategy would be now that the primary elections are  
11 over, is to meet some of these candidates early on. The  
12 reason a lot of these electors don't know who we are is  
13 because, again, a lot of them really don't have the  
14 experience - they're new to Sacramento. And once they  
15 get in there, you know, it's a fight for committees. A  
16 fight for staff. So, I think it'd be a good strategy to  
17 start also meeting some of these candidates now that the  
18 primary has passed. Some of these races, I can tell you  
19 right now, just looking at the numbers we know who's  
20 going to win. I think maybe that pre kind of  
21 conversation, so once they get there, they already know  
22 who we are. That way we, you know, we can have already  
23 educated Legislators. Because, once they're in,  
24 especially as fresh men or women, they're just going to  
25 be swept with the committees and travels. So, if that is  
26 okay with the Board, I think we should. I can give you a

1 list of candidates, I can tell you just by looking at  
2 the numbers they're going to make it. Unless something  
3 happens. But regardless, we should start educating them  
4 also before elections are over - both candidates. And  
5 you know certain seats, just looking at the numbers we  
6 already know who's going to be our next Senator,  
7 Assembly member... I think we should, let's educate them  
8 before they even get in there, just like a lot of our  
9 other institutions do with candidates.

10 MS. KANE: Yes, it's always important to catch  
11 the new ones. And that's what we really pursued, that it  
12 was all the new members for public safety. And that's  
13 huge.

14 MEMBER MARTIN: So...

15 MEMBER AGHAKHANIAN: My question is, do we want  
16 to meet these candidates, now that the primaries are  
17 over and educate them? So, once they get in, they kind  
18 of hit the ground running? Or do we want to wait until  
19 they're in and then hope we can get a meeting with them  
20 - which is going to be very difficult at the beginning.  
21 That's my main point.

22 MS. KANE: The candidates. Like before...

23 MR. DAVIDSON: During the campaign?

24 MEMBER MARTIN: They're busy running a  
25 campaign. I say we wait.

26 MR. DAVIDSON: Yeah.

1           MEMBER MARTIN: So, just really quick. I say we  
2 wait until they get elected and see what happens,  
3 because right now they're running their campaign.  
4 They're so busy, having a campaign myself, I know it's  
5 just not the right time. So, I hear what you're saying.  
6 We do need to get them early, but I think it's once  
7 they're elected that we have the opportunity to get in  
8 there.

9           So just really quick, just another quick  
10 story. While we were visiting with one of the members,  
11 they actually asked us, you know, since we brought up  
12 SB340, they said well, it's my understanding that you  
13 guys don't really have any success stories out of that  
14 program. And boy, let me tell you, it's like "Okay, here  
15 we go." Here's all the stories. And it just really  
16 opened up their eyes to, okay, there is success. Those  
17 programs really work. And so, there's a lot of  
18 misinformation out there that we also have to make sure  
19 that they know what the true story is behind it. So,  
20 it's important. It's really important.

21           MEMBER AGHAKHANIAN: Again, Felipe, I disagree  
22 with your comment. We should educate them because the  
23 opposition and the lobbies who are giving money and  
24 working with these candidates - once they get in, I  
25 don't want to play catch up. Let's be realistic. They're  
26 not that busy. I can get you a candidate right now on

1 the phone.

2 MEMBER VAUGHN: I agree with Armond. I think  
3 this is the strategy. I run one of the largest re-entry  
4 networks in the State, and we often meet with candidates  
5 and really set our agenda while they're running for  
6 office. We need to make sure that we're educating these  
7 candidates. Waiting until they get in office is a  
8 nightmare, because it's just too difficult to do. And  
9 so, you need to put your name in front of them right  
10 away. And that's the - when you run networks and you  
11 have to do a lot of advocacy work, you understand the  
12 process of using your voice early and getting in front  
13 of them. Because they need to hear you. And they want to  
14 take, they want to take office with you. Because they're  
15 trying to build their base as well. So, I agree with  
16 Armond. I think the strategy is getting in front of them  
17 before, not just after.

18 MEMBER AGHAKHANIAN: A wise elected official  
19 told me a long time ago - when candidates run for  
20 offices, when they're short or soft belly, that's the  
21 time you want to talk to them. Once they're in, they're  
22 like rock stars, and it's very difficult to get in front  
23 of them unless you know them personally. So, some of the  
24 candidates I know personally and I don't have an issue.  
25 We can get them on the phone right now and educate. I do  
26 advise going early. Educating them. Because once they're

1   there, you know, we're going to play catch up. And I  
2   don't want us to play catch up. Because what happened  
3   with the legislation last year. And yes, a lot of  
4   elected officials don't know who we are. I know this  
5   committee has done a great job educating them. But let's  
6   take advantage of, you know, early on, educating them.  
7   So, once they're there, they hear the word CALPIA and  
8   [indiscernible] lobbies from the other side trying to  
9   persuade them, because already they've been to their  
10   fundraisers and events. They're going to think twice  
11   before listening to those lobbies. Remember, last year,  
12   during our last hearing, I won't mention names, they  
13   were literally reading their lobbyist talking points. It  
14   was word by word. That's why they don't know who we are,  
15   but they know who these other lobbies are. I know we  
16   don't have a lobby, but it's not a problem with  
17   advocating to this individual on what we do early on.  
18   Thank you.

19               MS. KANE: No, I think it's important. And  
20   Armond, maybe we can even just do phone calls and just  
21   reach out to them. Any of you, you know, if you're in  
22   that area, maybe various Board members can meet with the  
23   candidate and just share the information, pass out our  
24   Report to the Legislature, our Recidivism Study.

25               MEMBER AGHAKHANIAN: I can set up Zoom meetings  
26   with at least 20 Assembly candidates in my...



1 MS. KANE: That would be great. I'm all for it,  
2 I mean the more outreach the better, as long as it's all  
3 positive. I'm always like - let's be proactive rather  
4 than reactive, right? That's the game.

5 MR. DAVIDSON: And it's even a broader - it's  
6 beyond just the legislature. And, I mean, Michele and I  
7 have made a conscious effort over the last two years.  
8 Groups, stakeholder groups, that we have a very common  
9 vested interest, you know, CROB, CPOC, CCJBH, a number  
10 of folks. We have gone and done presentations, and this  
11 is something you know - as you talked about being a  
12 Correctional Officer - they're in the correctional  
13 industry and they don't know who we are. And so, it's  
14 great to have that outreach. We go to the Cadet Academy  
15 at their graduation and out of 200 and some Cadets, 3  
16 are aware of PIA. So, it's just, the more outreach and  
17 education that we can do. I mean, the Legislature is  
18 hugely important, but it's a very broad effort. And we  
19 will absolutely continue to do everything that we can to  
20 minister, to spread that message of who we are, what  
21 we're about, and what our mission is.

22 MS. KANE: And with that, April 9<sup>th</sup> at CTF, we  
23 have a big graduation. More than a hundred men receiving  
24 their certifications, job certifications. It's in  
25 Soledad, near Monterey. I would love to have all of you  
26 there. It's going to be well attended. We're going to

1 have family. I'm inviting the media. We also have  
2 Timothy Jackson, he's going to be speaking, a former  
3 success story, since we have many of them graduating  
4 from our Healthcare Facilities Maintenance program. So,  
5 he's going to share words of encouragement. And I think  
6 it's just going to be an overall great graduation. It's  
7 at 1 p.m., too, so if you like to sleep in, that's  
8 perfect.

9 [Laughter]

10 MS. KANE: And that's it, so, any other  
11 questions? Or comments?

12 CHAIR FOSS: No, I just have to say, your  
13 comment about being a Correctional Officer, when I was a  
14 Correctional Officer - many moons ago. I knew I let  
15 people out to go to PIA, but I didn't know what it was  
16 all about. I just knew that they went to a job called  
17 PIA. But what you do is, you do change lives. So, and  
18 you know, if we educate officers of why we do it, it's  
19 great and having kind of the direction of the California  
20 Model. Thank you.

21 MR. DAVIDSON: Thanks, Michele.

22 CHAIR: This portion of the meeting reserved  
23 for comment regarding items not on the agenda. Under the  
24 Bagley-Keene Act, the Board cannot act on items raised  
25 during public comment but may respond briefly to  
26 statements made or questions posed, or it may request

1 clarification or refer the item to staff.

2           Would anyone like to make a comment or address  
3 the Board? As a reminder, if any member of the public  
4 would like to make a comment, please have a Speaker  
5 Request form filled out, and then come forward and state  
6 your name and affiliation. For any member of the public  
7 who is in virtual attendance, please either dial \*9 if  
8 you are calling in or enter your comment on the chat  
9 function via the webinar. Our meeting organizer will  
10 place you in order and will call out your name and/or  
11 the last four digits of your phone number. Please state  
12 your name and also affiliation. Each speaker will be  
13 limited to two minutes for public comment.

14           BOARD SECRETARY MARION: No public comments.

15           CHAIR FOSS: Okay, this concludes our Prison  
16 Industry Board meeting of March 26<sup>th</sup>, 2024. Is there a  
17 motion to adjourn the meeting?

18           MEMBER VAUGHN: So moved.

19           CHAIR FOSS: Second?

20           MEMBER AGHAKHANIAN: Second.

21           CHAIR FOSS: All in favor?

22           BOARD MEMBERS: Aye.

23           CHAIR FOSS: The motion carries. This concludes  
24 our meeting, and we are adjourned at 11:19 A.M.

25           MEMBER AGHAKHANIAN: Thank you, everyone.

26           MEMBER PATTERSON: Good seeing you all.

1                   (Whereupon the meeting was adjourned at 11:19  
2    A.M.)