



CALIFORNIA PRISON INDUSTRY AUTHORITY

STRATEGIC BUSINESS PLAN

2021–2024







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EXECUTIVE SUMMARY

The purpose of the Strategic Business Plan is to lay out a roadmap outlining how we will carry out our vision and mission, focusing on our goals, objectives and core values.

This plan is driven on input and collaboration from all areas of our operations; including CALPIA staff, incarcerated individuals, business partners, outside vendors and others. This teamwork continues to make our organization a great success.

I am extremely proud of our direction and the difference we are making in improving and changing the lives of each person who works in our programs. Reducing recidivism and helping individuals achieve personal success and fulfillment as they return to their communities is our purpose, and we are proud of the results of our efforts.

I thank all who continue to contribute to the success of CALPIA and to the continued implementation of the objectives and goals laid out in this Strategic Business Plan. Together we are truly making a difference in individuals' lives and the lives of their families.

Sincerely,

BILL DAVIDSON
General Manager

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CALPIA BY THE NUMBERS

FY 2021/2022

6500

Incarcerated Individual Assignments at CALPIA

6000+

Standard Goods and Services Offered by CALPIA

5493

Certificates Earned in the Career Technical Education and Correctional Industries Programs

134

Nationally Recognized Accredited Certifications Available to CALPIA Incarcerated Individual Workforce

100+

Enterprises Operated by CALPIA

33

Locations Where CALPIA Operates Within Institutions of the California Department of Corrections

15.3%

CALPIA's Return to Custody Recidivism Rate

\$0

Appropriated from the State's General Fund

CALIFORNIA PRISON INDUSTRY AUTHORITY OVERVIEW

The California Prison Industry Authority (CALPIA) is a self-supporting state agency that provides productive work opportunities and job skills to incarcerated individuals to reduce recidivism and increase public and prison safety.

CALPIA saves the State of California money by reducing costs of incarceration and saving the General Fund millions of dollars annually through reduced recidivism. CALPIA produces trained incarcerated individuals who have job skills, good work habits, basic education, and job support in their communities. CALPIA's number one goal is to ensure a person never returns to prison.

Overall, CALPIA participants return to prison significantly less than the average California incarcerated individual¹. According to a 2021 University of California, Irvine (UCI), study, individuals in CALPIA programs have lower rates of rearrests, reconvictions, and reincarcerations. The UCI study found that three years after release only 15.3 percent of CALPIA participants had been returned to custody.

CALPIA increases the safety of California Department of Corrections and Rehabilitation (CDCR) institutions by reducing incarcerated individuals' idleness and teaching skills needed for them to succeed in the workplace.

CALPIA's Career Technical Education programs are among the most successful vocational training programs in the nation.

CALPIA manages over 100 manufacturing, service, and consumable enterprises in all 33 CDCR institutions². The goods and services provided by CALPIA's enterprises are sold predominately to government departments and entities.

1. The Effect of Prison Industry on Recidivism: An Evaluation of California Prison Industry Authority (CALPIA)
https://www.calpia.ca.gov/wp-content/uploads/calpia/news/Reports_and_Publications/CALPIARecidivism.pdf
2. California Prison Industry Authority Report to the Legislature FY 2020-21
https://www.calpia.ca.gov/wp-content/uploads/calpia/news/Reports_and_Publications/FY2020-21LegislatureReport.pdf

CALPIA's products and services are diverse, with enterprises that include food, office and institutional furniture, metal products and signs, clothing, modular buildings, printing, optical, dental, laundry, healthcare facilities maintenance and so much more.

CALPIA remains committed to creating the best opportunities for rehabilitation of incarcerated individual workers, resulting in a safer California.

CALPIA business enterprises are committed to producing quality products and services. CALPIA is one of three state correctional industries in the nation that is certified through the International Organization for Standardization (ISO-9001). CALPIA continues implementation of Lean Manufacturing and Kaizen quality management principles.

Through the Industry Employment Program (IEP), CALPIA incarcerated individuals can earn up to 134 different nationally accredited certifications in fields such as welding, optical manufacturing, food handling, industrial health and safety, logistics, customer service, and many more.

Through CDCR's contract with CALPIA, CALPIA partners with California trade unions to offer Pre-Apprenticeship Programs in carpentry, construction labor, roofing, and ironworking through the Career Technical Education (CTE) programs. CALPIA CTE programs also offer certifications in commercial diving, computer-aided design, computer coding, and culinary. CALPIA assists graduates of CTE programs in their success after they return to their communities by providing them with tools and paying their first year's union dues.

CALPIA remains optimistic about the ongoing success of its correctional industry enterprises and programs. CALPIA remains committed to creating the best opportunities for rehabilitation of incarcerated individual workers, resulting in a safer California.





Upper: CALPIA General Manager, Bill Davidson, speaking at the June 2022 Prison Industry Board Meeting
Middle: Lancaster State Prison graduation
Lower: San Quentin State Prison Code.7370 graduation

CONTRIBUTING PARTICIPANTS

(421 AS OF JANUARY 2022)

INSTITUTIONS

- Pelican Bay State Prison
- Folsom State Prison
- California State Prison, Sacramento
- Folsom Women's Facility
- Valley State Prison
- California Correctional Women's Facility
- San Quentin State Prison
- Solano State Prison
- Ventura Youth Correctional Facility
- Del Norte Vocational Institution
- Mule Creek State Prison
- California Institution for Women
- California Institution for Men
- Avenal State Prison
- California Men's Colony
- RJ Donovan Correctional Facility

JOINT VENTURE PARTNERS AND CUSTOMER

The Last Mile: Joint Venture Partner

Chris and Beverly Redlitz, *Co-founders*

Sydney Heller, *Executive Director*

California Department of Corrections & Rehabilitation

Steve Pottratz

Department of State Hospitals

Renato Barrera

Department of General Services

Nicholas Rossi

CALPIA

Institutions

Incarcerated Staff, Civil-Service Staff, Administrators

Central Office

Civil-Service Staff, Management, Executive Leadership

Prison Industry Board



FORMERLY INCARCERATED

Tommy DeLuna

Case Manager, Anti-Recidivism Coalition – Healthcare Facilities Maintenance Participant

Vera Salcedo

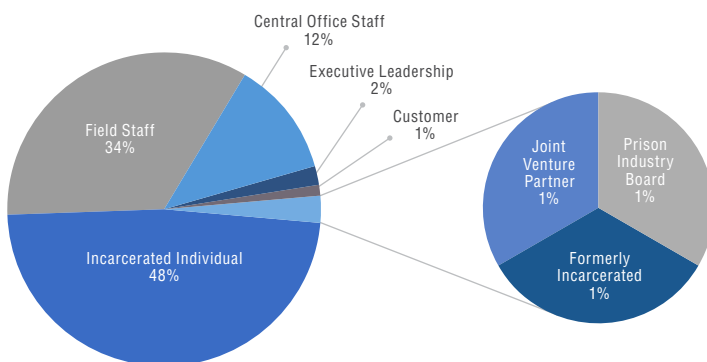
Foreman, Neff Construction – Pre-Apprentice Carpentry Program Graduate

Erin O'Connor

Software Developer, The Last Mile – Code.7370 Graduate

Jason Jones

Sr. Manager of Partnerships, The Last Mile – Code.7370 Graduate



STRATEGIC PLANNING PARTICIPANTS
by percentage

CALPIA STRATEGIC PLAN

2021–2024 PROCESS AND APPROACH



COLLECTION

90 hours of strategic planning sessions

421 total participants

Methods of collection: flip charts, post-it notes, surveys, facilitated discussions and virtual collaboration sessions



OUTCOME

Vision, Mission & Values Refreshed

Three-year **phased** approach plan

Measurable Goals & Objectives



2021

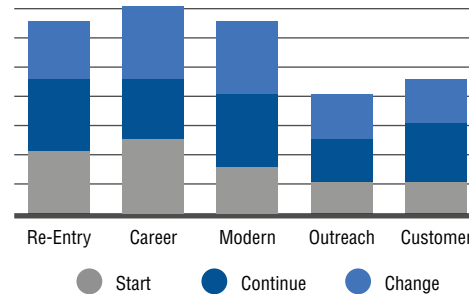
Phase 1:
Progress verification and Phase 2 Assessment

2022

Phase 2:
Progress verification and Phase 3 Assessment

2023

Phase 3:
Progress verification and completion of
2021–2024 Strategic Business Plan



ANALYSIS

Nearly **3,500** data points

8 actions and 57 different **categories**

Complete **reporting** and trend analysis for every piece of feedback



IMPLEMENT

Quarterly assessment of measurable progress

Annual review and next phase planning

Increased institutional visits to gather **feedback**



PLAN AHEAD

2024–2027 Strategic Planning process begins



MEET MICHELE PAYNE, A CALPIA SUCCESS STORY



“**CALPIA gave me the confidence** to get up every day, try my hardest, and do my best. I was able to improve my skills and use that same confidence to promote in my career while working on getting my master’s degree at California State University, San Bernardino.”

– MICHELE PAYNE

MICHELE PAYNE worked in CALPIA enterprises and says the real-world job skills she learned helped her with her career. She is now a Staff Auditor for a large Certified Public Accountant (CPA) firm in Southern California. Michele is currently working on becoming a CPA and has since graduated with her master’s degree. When she first returned to her community, Michele was hired as a Reentry Specialist at the Inland Empire United Way. She worked there for many years and says learning those valuable job skills in prison gave her purpose.

How is CALPIA's program helping with your rehabilitation?

*"Self-confidence, self-respect,
how to communicate with others,
how to work with others."*

- CIM Incarcerated Individual

What is the most important thing you do in your role?

"Represent CALPIA with integrity and respect."

- CALPIA Administrator

What does successful program completion look like?

"Jay Subia, Jason Jones, Charles Anderson, Sam Lewis"

- Ventura Incarcerated Youth

If you were running this organization, what are three changes you would make?

*"Increase communication, understand more of
each other's jobs and overlap training."*

- FSP/SAC Staff

What advice would you give a new offender entering a CALPIA program?

"Coding is magic... take the program seriously."

- PBSP Incarcerated Individual



VISION, MISSION, VALUES

CALPIA's Strategic Business Plan is comprised of the following elements:

- **OUR VISION** inspires us to achieve results for California incarcerated individuals. Our Vision is not bound by time; it represents our long-term direction and serves as our identity.
- **OUR MISSION** defines who we are and how we accomplish our goals and objectives.
- **OUR VALUES** are the human factors that guide our conduct as we work with each other and with incarcerated individuals. Values represent the operating behaviors that guide the implementation of our objectives.
- **OUR GOALS** are the broad statements that reflect our most important priorities. They focus our attention towards our purpose.
- **OUR OBJECTIVES** are the measurable, defined means of accomplishing our goals.

VISION

Changing incarcerated individuals' lives through innovative training programs for a safer California.

MISSION

CALPIA is a self-funded, customer-focused organization that reduces recidivism and enhances prison and public safety by providing incarcerated individuals with life-changing training opportunities for successful re-entry into the community.

VALUES

- **LEADERSHIP:** Have a vision, inspire and empower others to act.
- **PROFESSIONALISM:** Mutual courtesy and respect among all levels of staff.
- **INTEGRITY:** Do the right thing in all circumstances.
- **TEAMWORK:** Be collaborative in working towards solutions.
- **SAFETY:** Be proactive in identifying and preventing safety issues.
- **ACCOUNTABILITY:** Accept responsibility for the outcomes expected of you—both good and bad.



Upper: California Institution for Men Commercial Dive Program

Middle: California Men's Colony Prison Industry Board Members touring factories

Lower: California Institution for Women Code.7370, Track 1 Program completion



SOAR

A SOAR Analysis (Strengths, Opportunities, Aspirations, Results) is a process that enables organizations to outline their current strengths and vision of the future. From this perspective, the agency is able to strategically focus on a “to-be” versus “as-is” viewpoint. The intended outcome of this exercise is to encourage the development of measurable and actionable goals and objectives.

This framework differs from the commonly used SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats). SWOT is frequently utilized in a top-down approach and emphasizes organizational or industry limitations; SOAR engages all levels and functional areas of an organization collaboratively and focuses on strengths and the possibilities ahead.

Below are a few examples of SOAR questions asked during this process and our collected responses

STRENGTHS

What are we most proud of as an organization?

“Proud to give individuals an opportunity... opportunity that wasn’t always available to them.”

What’s the greatest thing we’ve accomplished in the past year?

“How well everyone came together during the pandemic.”

What makes us unique?

“Our people!”

ASPIRATIONS

What is our most compelling ambition?

“Changing the prison experience.”

What should CALPIA look like five years from now?

“Innovative... looking to new technology as a way of doing things.”

“Leading the change in Corrections.”

“Improved technology and data driven decision making.”

OPPORTUNITIES

What new skills do we need in our workforce to meet the current and future challenges this agency faces?

“Stronger technology skills for all staff.”

What can the agency do to improve our relationships with customers?

“Better information flow and transparency of status of orders.”

What partnerships could lead to greater success?

“Outside companies that will hire incarcerated individuals upon release.”

RESULTS

What resources may the organization need to implement our most vital initiatives?

“... overall we need dedicated staff, a clear vision, and support from ALL levels of management.”

How should we recognize the staff that go above and beyond to support the agency’s efforts in achieving our objectives?

“We should ask them how they’d like to be recognized.”

“Peer nominations... and more frequent awards.”

GOALS AND OBJECTIVES

GOAL 1

ENHANCE INCARCERATED INDIVIDUALS' LIVES TO REDUCE RECIDIVISM

- **RE-ENTRY ASSISTANCE:**

Life readiness (driver's license, birth certificate, social security card, work history with CALPIA, certificates, outside resources, second chance employers, etc.), essential skills, electronic access to Transitions Packet, post-release services such as housing and transportation identification support, Electronic Records Management System (ERMS), certifications

- **Phase 1**

- **Essential Skills for the Workforce Workbook Evaluation and Implementation**

- **Q1 2021:** Evaluation and modifications of material complete.
 - **Q2 2021:** Begin ten-month distribution cycle to institutions with expected completion Q1 2022.

- **ERMS Statewide Implementation and Evaluation**

- **Q4 2021:** Validated success rate of 80% or greater incarcerated individuals' certificates and records located in the ERMS System.
 - **Q4 2021:** Proposal for second phase of ERMS System development complete.

- **Phase 2**

- **Essential Skills Workbook Program**

- **Q4 2022:** 26 total cohorts to complete the Essential Skills Workbook program.

- **Digital Platform for Accessing Transitions Packet**

- **Q1 2022:** QR code development for requesting digital format.
 - **Q3 2022:** QR code added to business cards and available in institutions.

GOAL 1

CONTINUED

- **CAREER SERVICES:**

Placement support such as resume, cover letter, application process, interview skills, employment negotiations, Prison2Employment initiatives, etc.

- **Phase 1**

- **Research Project: Viability of Career Services Program**

- **Q1 2021:** Assessment completion of all programs within CALPIA and CDCR.
 - **Q2 2021:** Partnership agreements established with CDCR.
 - **Q3 2021:** Implementation of action plan for providing services within CDCR's Partnership Implementation Plan for CALPIA's program.
 - **Q4 2021:** Complete report of the viability and implementation of Career Services Program.

- **Phase 2**

- **Pilot Career Services Program**

- **Q2 2022:** Begin transition of Workforce Development Coordinator roles from retired annuitant to full-time civil service positions.
 - **Q4 2022:** Workforce Development Coordinator role transitions at 50% completion.

- **Career Services Partner Development**

- **Q4 2022:** Initial vendor implementation steps completed as preparation to roll out the Virtual One Stop Reentry Employment Opportunities (VOS REO) software.

GOAL 2

PROVIDE HIGH-QUALITY, SUSTAINABLE PRODUCTS AND SERVICES

- **MODERNIZATION:**

Systems that support the development, production and timely distribution of products and services

- **Phase 1**

- **ComplianceQuest Quality Management, Health and Safety System**

- **Q2 2021:** Implementation of system in Salesforce environment.
 - **Q4 2021:** Full deployment and user adoption of system.

- **CALPIA Technology Infrastructure Overhaul**

- **Q1 2021:** Implementation completion of Voice over IP, DocuSign digital signature solution and Microsoft Teams collaboration tool.

- **Enterprise Resource Planning (ERP) Solution Identification and Implementation Engagement**

- **Q1 2021:** Request for Proposal bid solicitation complete.
 - **Q2 2021:** ERP vendor selected and contract execution. (Deliverable deferred to Phase 2)
 - **Q3 2021:** Integration plan of proposed connected systems and software completed. (Deliverable deferred to Phase 2)
 - **Q4 2021:** Report of projected project lifecycle with milestones, including sunset plan of current legacy ERP system. (Deliverable deferred to Phase 2)

- **Phase 2**

- **Enterprise Resource Planning (ERP) System**

- **Q1 2022:** ERP Vendor selection and contract execution.
 - **Q3 2022:** Integration plan of proposed connected systems and software completed.
 - **Q3 2022:** Report of projected project lifecycle with milestones, including sunset plan of current legacy ERP system.
 - **Q4 2022:** Governance structure development and finalization for change control of new system.

- **Technology Infrastructure Overhaul**

- **Q1 2022:** CALPIA user self-service portal implementation complete.
 - **Q2 2022:** Complete Single Sign-on (SSO) deployment in Salesforce.
 - **Q3 2022:** Kick-off of 12-month Statewide Systems Revamp initiative.
 - **Q4 2022:** Complete Salesforce and KACE Asset Management and Ticketing applications integration.

GOAL 3

FOSTER CONTINUOUS IMPROVEMENT AS CUSTOMER-FOCUSED ORGANIZATION

- **PUBLIC OUTREACH:**

Awareness campaigns, educational tools, methods to communicate and spread the word of the value CALPIA provides to the incarcerated population and the community

- **Phase 1**

- **Parole**

- **Q4 2021:** 20 completed site visits and presentations to showcase the program activities of CALPIA to Parole.
 - **Q4 2021:** Distribute Report to the Legislature to all Parole offices and Parole Supervisors across the state.

- **Joint Venture Partners**

- **Q2 2021:** Space availability web presence established and public for prospective Joint Venture Partners to access.
 - **Q4 2021:** Increase in Joint Venture Partner programs by 20%. (Deliverable deferred to Phase 2)

- **Phase 2 (Proposed)**

- **Probation**

- **Q4 2022:** CALPIA introduction and presentation to the Chief Probation Officers of California (CPOC). Deliverables include the annual Report to the Legislature, Recidivism Study, 2021-2024 Strategic Business Plan and success stories.

- **State of California**

- **Q4 2022:** Develop plan for agency and department outreach efforts to commence 2023.

- **Joint Venture Partners**

- **Q4 2022:** Increase in Joint Venture Partner programs by 20%.

GOAL 3

FOSTER CONTINUOUS IMPROVEMENT AS CUSTOMER-FOCUSED ORGANIZATION

- **CUSTOMER SATISFACTION:**

Processes that impact the customer's experience in ordering, tracking and receiving CALPIA products and services

- **Phase 1**

- **Purchase Order Intake Process Improvement**

- **Q2 2021:** Benchmark current state of process.
 - **Q4 2021:** Proposal for implementation of updated Purchase Order Intake process.

- **Phase 2 (Proposed)**

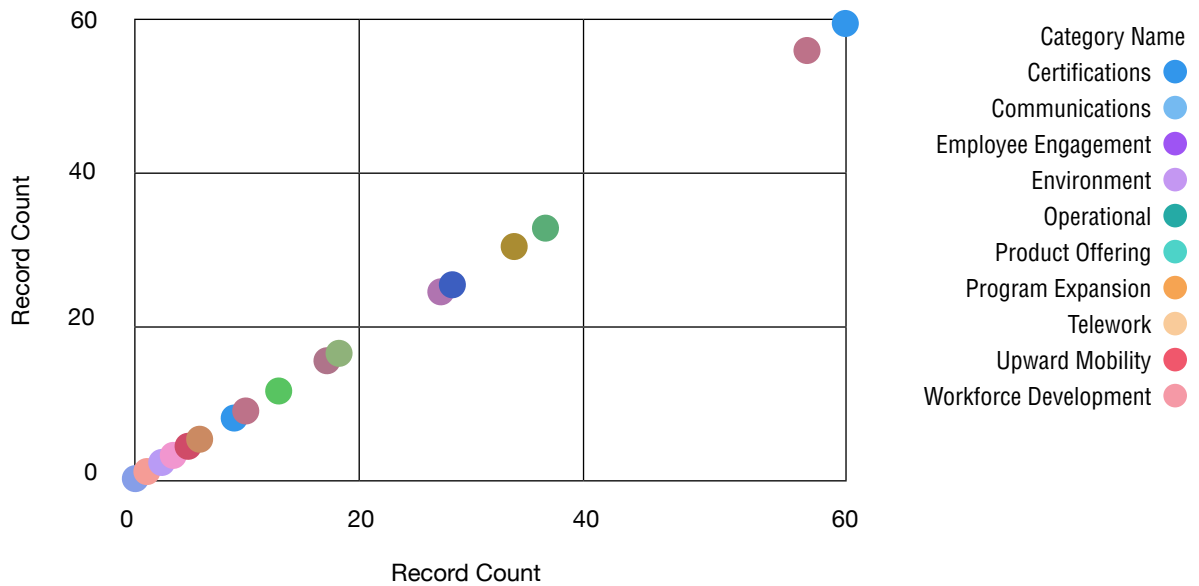
- **Return Merchandise Authorization Process Improvement**

- **Q1 2022:** Vision development for RMA process improvements.
 - **Q2 2022:** Establish a workgroup to revamp RMA process over 1-2 year period.
 - **Q3 2022:** Review, evaluate and update policies, procedures, processes, terms, and conditions to ensure accuracy and suitability for agency needs.
 - **Q4 2022:** Develop and implement ongoing training and education plan for staff.

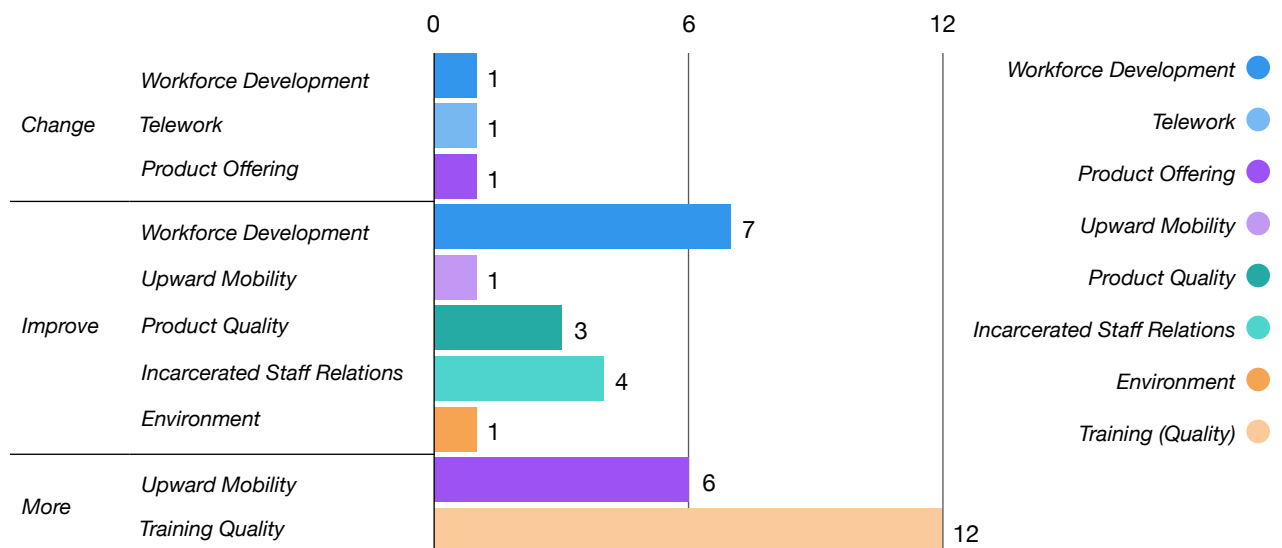
- **Staff Development and Retention**

- **Q2 2022:** Complete Intranet section development for Team Building guidelines and ideas for continual improvement of unit cohesion and employee engagement.
 - **Q2 2022:** Internal digital resource for managers to satisfy bi-annual mandatory management training and ongoing development.
 - **Q2 2022:** Internal digital resource for manager recommended staff development and training.
 - **Q4 2022:** Internal digital message board to market Out of Class (OOC) and Training and Development (T&D) opportunities within the agency.

2022 TOP 10 ACTIONABLE CATEGORIES



2022 ACTIONABLE CATEGORY SAMPLE





Upper: California Institution for Men Commercial Dive Program

Lower: CALPIA graduates applaud speaker at California Institution for Women graduation





Upper: Ventura Youth Correctional Facility Code.7370, Track 1 Program completion



Lower: Ventura Youth Correctional Facility Code.7370 participants

CALPIA Enterprise, Career Technical Education (CTE), Joint Venture (JV) and Free Venture (FV) Locations

1 Pelican Bay State Prison (PBS)

- Construction Services & Facilities Maintenance
- Laundry
- Support Services
- **CTE Programs**
- Computer-Aided Design
- Computer Coding

2 High Desert State Prison (HDSP)

- Construction Services & Facilities Maintenance
- Support Services

3 California Correctional Center (CCC)

- Construction Services & Facilities Maintenance
- **JV Program**
- Barnum Farming

4 Folsom State Prison (FSP)

- Construction Services & Facilities Maintenance
- Digital Services
- License Plates
- Metal Products
- Metal Signs
- Modular Building
- Printing
- Support Services
- **CTE Programs**
- Computer-Aided Design
- Pre-Apprentice Carpentry
- Pre-Apprentice Construction Labor
- Pre-Apprentice Iron Worker
- Pre-Apprentice Roofing

Folsom Women's Facility (FWF)

- Construction Services & Facilities Maintenance
- **CTE Programs**
- Computer-Aided Design
- Computer Coding
- Culinary Arts Management
- Pre-Apprentice Carpentry
- Pre-Apprentice Construction Labor

5 CSP Sacramento (SAC)

- Construction Services & Facilities Maintenance
- Laundry

6 California Medical Facility (CMF)

- Construction Services & Facilities Maintenance

7 CSP Solano (SOL)

- Bindery
- Construction Services & Facilities Maintenance
- Laundry
- Metal Products
- Optical
- Support Services
- **JV Program**
- Customer Model Laundry

8 Mule Creek State Prison (MCSP)

- Coffee Roasting
- Construction Services & Facilities Maintenance
- Fabric Products
- Food & Beverage Packaging
- Laundry
- Meat Cutting
- Support Services

9 California Health Care Facility (CHCF)

- Construction Services & Facilities Maintenance

10 CSP San Quentin (SQ)

- Construction Services & Facilities Maintenance
- Furniture
- Mattress
- Support Services
- **CTE Programs**
- Computer Coding
- Pre-Apprentice Construction Labor

11 Sierra Conservation Center (SCC)

- Construction Services & Facilities Maintenance
- Fabric Products

12 Valley State Prison (VSP)

- Construction Services & Facilities Maintenance
- Laundry
- Optical

13 Central California Women's Facility (CCWF)

- Construction Services & Facilities Maintenance
- Crops
- Dental Lab
- Fabric Products
- Optical
- Support Services
- **CTE Programs**
- Pre-Apprentice Carpentry
- Pre-Apprentice Construction Labor
- **JV Program**
- Allwire

14 Correctional Training Facility (CTF)

- Construction Services & Facilities Maintenance
- Fabric Products
- Furniture
- Support Services
- **JV Program**
- Merit Partners

15 Salinas Valley State Prison (SVSP)

- Construction Services & Facilities Maintenance

16 Pleasant Valley State Prison (PVSP)

- Construction Services & Facilities Maintenance

17 CSP Corcoran (COR)

- Construction Services & Facilities Maintenance
- Crops
- Dairy
- Food & Beverage Packaging
- Laundry
- Support Services

18 Substance Abuse Treatment Facility (SATF)

- Construction Services & Facilities Maintenance
- Food & Beverage Packaging

19 Avenal State Prison (ASP)

- Construction Services & Facilities Maintenance
- Egg Production
- Furniture
- General Fabrication
- Laundry
- Poultry
- Support Services

20 North Kern State Prison (NKSP)

- Construction Services & Facilities Maintenance

21 Kern Valley State Prison (KVSP)

- Construction Services & Facilities Maintenance
- Support Services

22 Wasco State Prison (WSP)

- Construction Services & Facilities Maintenance
- Laundry

23 California Men's Colony (CMC)

- Construction Services & Facilities Maintenance
- Fabric Products
- Knitting Mill
- Laundry
- Printing
- Shoes
- Support Services

24 California Correctional Institution (CCI)

- Construction Services & Facilities Maintenance
- Fabric Products
- Support Services

25 CSP Los Angeles County (LAC)

- Cleaning Products
- Construction Services & Facilities Maintenance
- Laundry
- Support Services
- **JV Program**
- Goldpoint Homes

26 California Institution for Men (CIM)

- Construction Services & Facilities Maintenance
- Food & Beverage Packaging
- Laundry
- Support Services
- **CTE Programs**
- Commercial Diving
- Pre-Apprentice Construction Labor

27 California Rehabilitation Center (CRC)

- Construction Services & Facilities Maintenance

28 California Institution for Women (CIW)

- Construction Services & Facilities Maintenance
- Fabric Products
- **CTE Programs**
- Computer Coding
- Pre-Apprentice Carpentry
- Pre-Apprentice Construction Labor

29 Chuckawalla Valley State Prison (CVSP)

- Construction Services & Facilities Maintenance
- Laundry

30 Ironwood State Prison (ISP)

- Construction Services & Facilities Maintenance

31 Calipatria State Prison (CAL)

- Construction Services & Facilities Maintenance

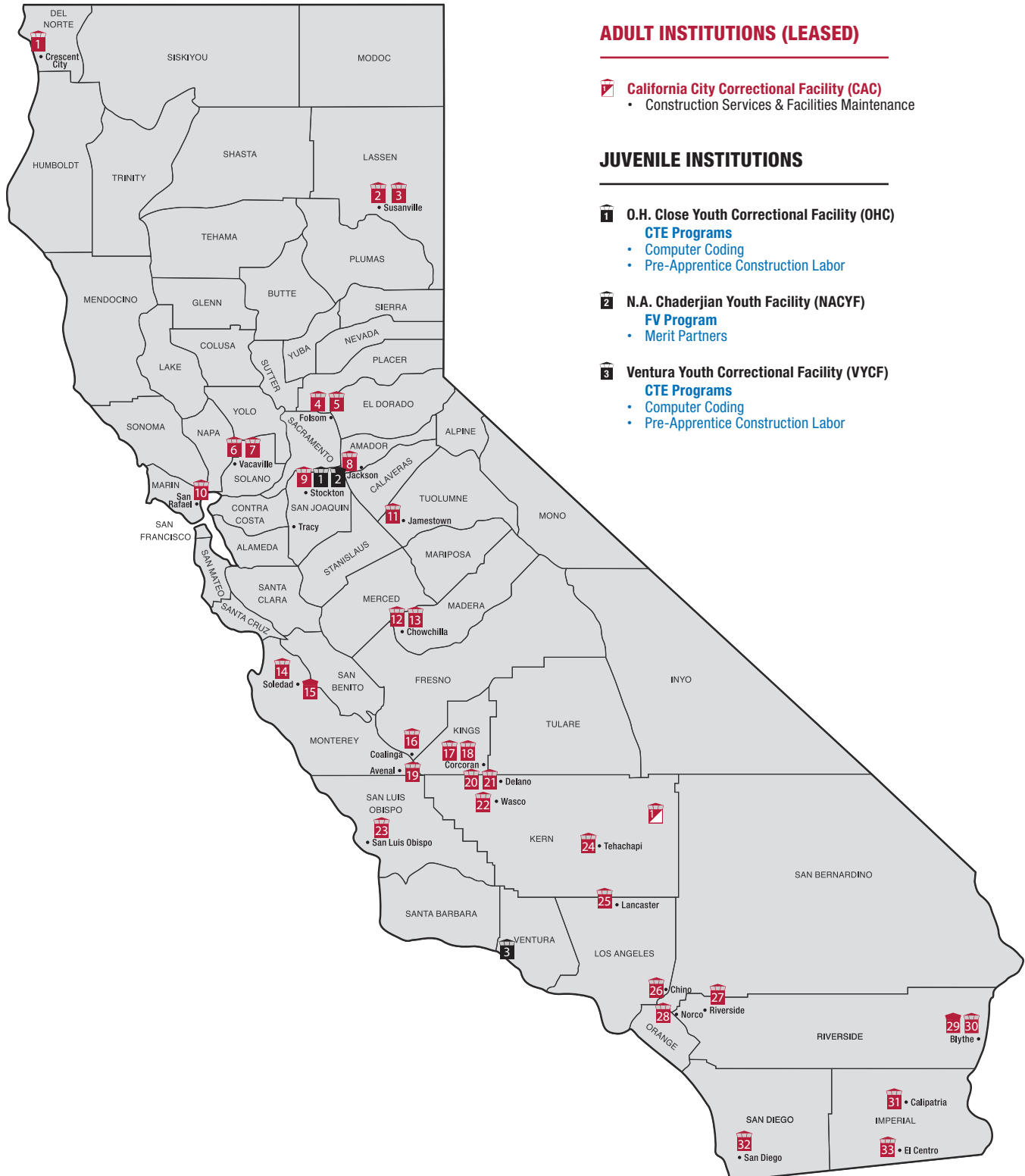
32 R.J. Donovan Correctional Facility (RJD)

- Bakery
- Construction Services & Facilities Maintenance
- Laundry
- Shoes
- Support Services

33 Centinela State Prison (CEN)

- Construction Services & Facilities Maintenance
- Fabric Products
- Support Services

CALPIA Enterprise, Career Technical Education (CTE), Joint Venture (JV) and Free Venture (FV) Locations



ADULT INSTITUTIONS (LEASED)

- California City Correctional Facility (CAC)
 - Construction Services & Facilities Maintenance

JUVENILE INSTITUTIONS

- 1 O.H. Close Youth Correctional Facility (OHC)
 - CTE Programs
 - Computer Coding
 - Pre-Apprentice Construction Labor
- 2 N.A. Chaderjian Youth Facility (NACYF)
 - FV Program
 - Merit Partners
- 3 Ventura Youth Correctional Facility (VYCF)
 - CTE Programs
 - Computer Coding
 - Pre-Apprentice Construction Labor



CALIFORNIA PRISON INDUSTRY AUTHORITY
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