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STRATEGIC BUSINESS PLAN 2024 – 2027

CALPIA BY THE NUMBERS

FY 2024/2025

6000+

Standard Goods and Services Offered by CALPIA

5700+

Incarcerated Individual Assignments at CALPIA

5513

Certificates Earned in the Career Technical Education and Correctional Industries Programs

128

Nationally Recognized Accredited Certifications Available to CALPIA Incarcerated Individual Workforce

85%

Percentage of CALPIA's Formerly Incarcerated Individuals That Have Not Returned to Custody

85+

Training and Rehabilitation Sites Operated by CALPIA

31

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

\$0

Appropriated from the State's General Fund



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ON THE COVER

Tony Curtis graduated from CALPIA's Healthcare Facilities Maintenance and former General Facilities Maintenance and Repair programs at Centinela State Prison. Mr. Curtis also obtained his Optician certifications while participating in CALPIA's Optical program. Tony returned to his community in 2020 is now the co-owner of a construction company in Southern California. His organization was the first to partner with Lowe's for solar services, and their solar offerings have now expanded to Walmart as well.

"The skills I learned through the CALPIA programs were crucial to my success and they were directly transferable to the jobs that I acquired." - TONY CURTIS



EXECUTIVE SUMMARY

The purpose of the 2024 - 2027 Strategic Business Plan is to communicate how we will carry out our vision and mission, focusing on our goals, objectives and core values.

This plan is driven by input and collaboration from all areas of the organization, including California Prison Industry Authority (CALPIA) staff, current and formerly incarcerated individuals, business partners, customers and the Prison Industry Board. This teamwork continues to make our organization a great success.

Through the completed initiatives outlined in the 2021 - 2024 Strategic Business Plan, the agency had several notable achievements. Our focus on reentry and career services led to developing the Entry to Employment (E2E) network, a system that enables incarcerated individuals to pursue career opportunities prior to returning to their communities. Our efforts around modernization resulted in a statewide technology overhaul as well as initiating the replacement of our legacy Enterprise Resource Planning (ERP) tool. Public outreach engagements strengthened our partnerships with parole, probation, state entities and the business community while multiple process improvements were implemented focused on customer satisfaction and staff development.

I am extremely proud of our direction and the positive change we are supporting for each person who chooses to participate in our programs. Reducing recidivism and helping individuals achieve personal and professional 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 contribute to the success of CALPIA and to the 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,

A handwritten signature in blue ink that reads "William Davidson".

WILLIAM DAVIDSON
General Manager

MISSION, VISION, VALUES & GOALS

MISSION

CALPIA provides incarcerated individuals with life-changing career development opportunities so they may be productive, successful contributors when they return to their communities. As a self-funded state entity, CALPIA prioritizes rehabilitation through vocational programs and supporting second chances, while training participants to produce quality products and services for its customers.



VISION

To lead in career training and rehabilitation for incarcerated individuals by delivering innovative life and vocational programs for successful reentry.



VALUES

- Leadership
- Rehabilitation
- Professionalism
- Accountability
- Integrity
- Teamwork
- Innovation
- Safety



GOAL 1:

Enhance Incarcerated Individuals' Lives to Reduce Recidivism

GOAL 2:

Foster Continuous Improvement and Professional Development

GOAL 3:

Produce High Quality, Sustainable Products and Services for Customers

CALPIA SUCCESS STORIES

KENYATTA KALISANA

Kenyatta Kalisana graduated from the CALPIA Commercial Dive Program at the California Institution for Men (CIM). Kalisana returned to his community in 2008 and started working in California and the Gulf of Mexico as a certified welder and commercial diver. He worked on construction projects for power plants, rivers, and dams and had a successful career in the dive industry for more than 12 years before coming to work for CALPIA. Kalisana is now the Lead Commercial Dive Instructor overseeing the program at CIM.

"CALPIA gave me the opportunity and skills to be successful as a Commercial Diver. I am now back in prison, not as an incarcerated individual, but as a Dive Instructor helping others to achieve their fullest potential as divers, underwater welders, and outstanding employees" - KENYATTA KALISANA

DAVID CALVERT

David Calvert is the Assistant Dive Instructor for CALPIA at the California Institution for Men (CIM). While incarcerated, he took education courses and a welding class at CIM and then transferred to California Correctional Institution where he graduated from CALPIA's Fabric and Textile enterprise. After returning to his community in 2009, Mr. Calvert attended a private commercial diving school. He received his diving certification all while welding in the refineries at night. Mr. Calvert had a successful career as a deep gas diver in the Gulf of Mexico and is expected to earn his Master's degree in Project Management by 2025.

"It is great to come back full circle from where my success story began. I took what CALPIA taught me about hard work and responsibility and utilized it to become a successful commercial diver. Now I get to come back and help these men make their own success stories." - DAVID CALVERT



Above: CALPIA Marine Technology lead instructor, Kenyatta Kalisana (left), and assistant instructor, David Calvert (right), at the California Institution for Men

Below: CALPIA Marine Technology program participants in submersion training at the California Institution for Men



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% of CALPIA participants had been returned to custody, which means 85% did not return to prison.

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

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 manages over 100 manufacturing, service, and consumable enterprises in all 32 CDCR institutions². The goods and services provided by CALPIA's enterprises are sold predominately to government departments and entities.

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

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 128 different nationally accredited certifications in fields such as welding, optical, food handling, industrial health and safety, logistics, customer service, and many more.

CALPIA remains committed to creating the best opportunities for rehabilitation of incarcerated individuals, resulting in successful reentry.

Through CDCR's contract with CALPIA, CALPIA partners with California trade unions to offer Pre-Apprenticeship Programs in carpentry, construction labor and ironworking through the Career Technical Education (CTE) programs. CALPIA CTE programs also offer certifications in commercial diving, computer coding, and the AutoDesk Suite including AutoCad, Revit and Inventor. 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 continues to create the best opportunities for rehabilitation of incarcerated individual workers, resulting in successful reentry.

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 2021-22 https://www.calpia.ca.gov/wp-content/uploads/calpia/news/Reports_and_Publications/FY2022-23LegislatureReport-PIA.pdf

CALPIA STRATEGIC BUSINESS PLAN



CONTRIBUTING PARTICIPANTS

CALPIA

Institutions

Incarcerated Staff, Civil Service Staff, Administrators

Central Office

Civil Service Staff, Management,
Executive Leadership

Prison Industry Board

INSTITUTIONS

- California Correctional Institution
- California Institution for Men
- California Institution for Women
- California Rehabilitation Center
- California State Prison, Corcoran
- Kern Valley State Prison
- Avenal State Prison
- Pleasant Valley State Prison
- Substance Abuse Treatment Facility
- Wasco State Prison
- California Men's Colony
- Correctional Training Facility
- California State Prison, Los Angeles County
- Mule Creek State Prison
- Central California Women's Facility
- Valley State Prison
- Pelican Bay State Prison
- R.J. Donovan Correctional Facility
- California State Prison, Solano
- California State Prison, San Quentin

JOINT VENTURE PARTNERS AND CUSTOMERS

The Last Mile: Joint Venture Partner

California Department of Corrections
& Rehabilitation

California Employment Development Department

California Department of General Services

FORMERLY INCARCERATED

Tommy DeLuna

Employment Specialist, St. Vincent De Paul
Sacramento Exodus Project
General Fabrication

Amalia Bryant

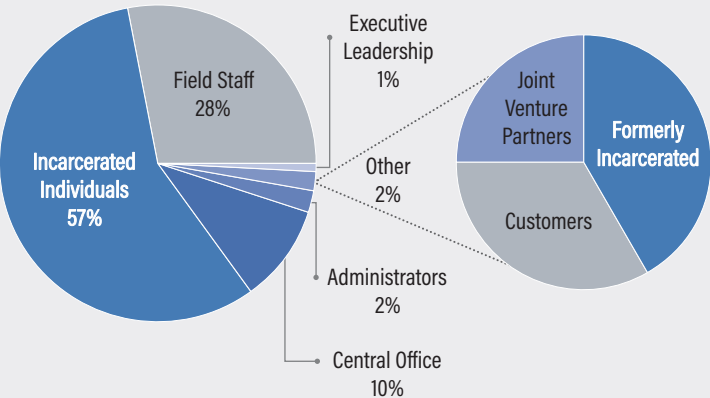
Software Engineer, Checkr
Pre-Apprentice Construction Labor, Pre-Apprentice
Carpentry, and Computer Coding

Tony Curtis

Co-founder of Cyberdyne Solar
Healthcare Facilities Maintenance, General Facilities
Maintenance and Repair, and Optical

STRATEGIC PLANNING PARTICIPANTS

2021-2024



Above: CALPIA program graduate Sophia Brown shares her success story with CALPIA program graduates at California Institution for Women in Chino, CA

2021-2024 STRATEGIC BUSINESS PLAN ACCOMPLISHMENTS

REENTRY ASSISTANCE

- Deployment of the Essential Skills for the Workforce workbook
- Incarcerated Individuals' certificates and records loaded to the California Department of Corrections and Rehabilitation's Electronic Records Management System (ERMS)
- Digitization and Quick Response (QR) code development for transition packets provided to incarcerated individuals
- Development and distribution of an Incarcerated Individual newsletter
- UCI Recidivism Study, phase 2 – A comparison of recidivism within CALPIA programs

CAREER SERVICES

- Development and initial deployments of the Entry to Employment (E2E) application
- Workforce Development Coordinator role implementation

MODERNIZATION

- Implementation of ComplianceQuest tool for quality management, health, and safety
- Technology infrastructure updates including implementation of Voice over IP (VoIP), DocuSign, Microsoft Teams, self-service portal, and Salesforce core enhancements
- Technology Statewide Revamp project, phase 1 – All institutions
- Sage X3 Implementation: Enterprise Resource Planning (ERP) application replacement at Folsom State Prison
- Kick-off Technology Statewide Revamp project, phase 2 – All institutions

PUBLIC OUTREACH

- Parole and Probation division presentations including education about the annual Report to the Legislature, the UCI Recidivism Study, the 2021-2024 Strategic Business Plan and various CALPIA success stories
- Report to the Legislature and UCI Recidivism Study distribution to state departments and agency directors
- Visits to the State Capitol to educate Legislators about the benefits of CALPIA's job training programs
- Website showcasing institutional space availability for prospective Joint Venture Program partners
- State of California agency outreach and education plan
- Kick-off agency rebranding initiative

CUSTOMER SATISFACTION

- Purchase order intake and return merchandise authorization process improvements
- Staff development and retention efforts to address recommended and mandatory training, Out of Class (OOC) opportunities and team building
- Development of staff retention interview template and Employee Ambassador program
- Kick-off of the Factory Equipment Evaluation project

STRATEGIC PLANNING FEEDBACK SESSIONS

What about CALPIA's program is helping you most with your rehabilitation progress?

"It helps me with real world experience. Allows me the opportunity to be seen as an employee not an inmate. Helps to equip me with tools I can use for daily life."

- CORRECTIONAL TRAINING FACILITY
INCARCERATED INDIVIDUAL

"Learning new skills and earning certificates that help show the progress I've made."

- CALIFORNIA MEN'S COLONY
INCARCERATED INDIVIDUAL

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

"Coach, lead and listen."

- CALPIA ADMINISTRATOR

"Support CALPIA's Mission."

- CALPIA ADMINISTRATOR

What is one key recommendation you have for developing & retaining high performing, fulfilled staff?

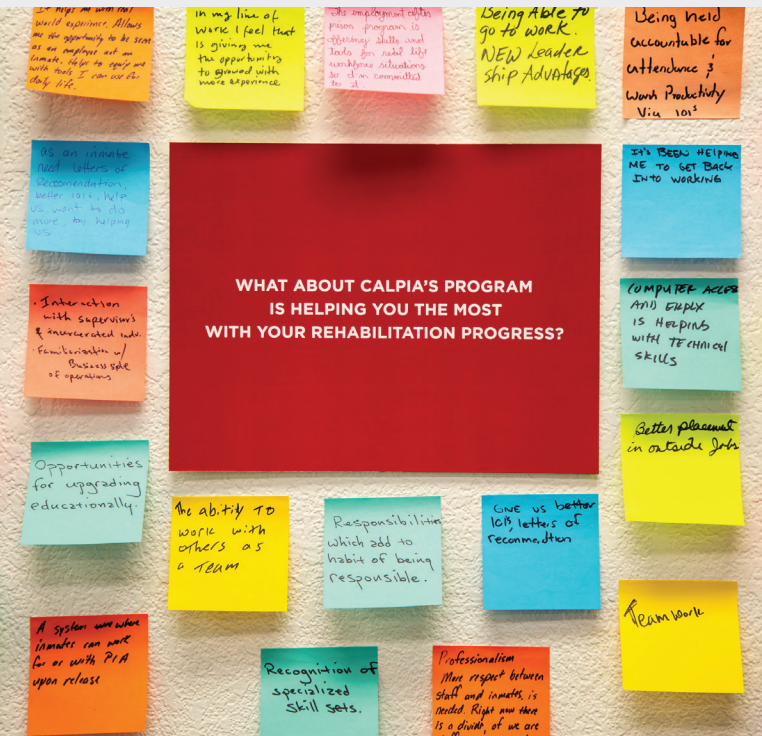
"Listen to employee's suggestions and be open to new ideas."

- CALIFORNIA STATE PRISON, LOS ANGELES STAFF

What is your number one goal?

"Increasing more success stories for I.I. to encourage them."

- PELICAN BAY STATE PRISON STAFF



2024–2027 STRATEGIC BUSINESS PLAN INITIATIVES



LEADERSHIP SUCCESSION PLANNING

The purpose of this initiative is to identify key priorities as we consider the pending exit of some of our more tenured and high-ranking leadership positions. The primary areas of focus are to understand and address (1) how each role supports agency strategy, (2) how the role supports solvency, fiscal processes and overall financial health, (3) which elements must be included in role ownership transition, (4) the leadership scope and abilities of current incumbent, and (5) governance areas of the role to include divisional policies, processes, organizational structure, staff development and responsibilities, and divisional strategic roadmaps. The goal of this effort is to either accentuate the current CALPIA Workforce Succession Plan or to create one specific for leadership positions.



INCARCERATED INDIVIDUAL LEARNING CENTER CONCEPT

The purpose of this initiative is to explore the possibility of creating Incarcerated Individual Learning Centers at some or all institutions across the state. The learning center concept involves small hubs with a technology footprint to centralize tech-related activities for Incarcerated Individuals. There are various options on the table regarding the potential of partnering with CDCR and/or CCHCS to reduce the cost and increase the use cases of having a centralized location for training, testing and career development. CALPIA's programmatic considerations include access to Entry to Employment (E2E), Sage X3 training, and certification exams such as the Certified Healthcare Environment Services Technician (CHEST) and the Medi-Cal Peer Support Specialist.



MARKETING, OUTREACH AND EDUCATION

The purpose of this initiative is to enhance our communication regarding our mission and rehabilitation priorities as well as to educate communities, employers, state agencies, local government, legislators and partners (such as job centers, Joint Venture Partners, and media associates) about our impact. With the various methods and tools for communication available, the agency will explore the possibility of utilizing additional social media platforms, formats for relaying success stories, and expanding the footprint of positive and productive coverage of events and success stories.



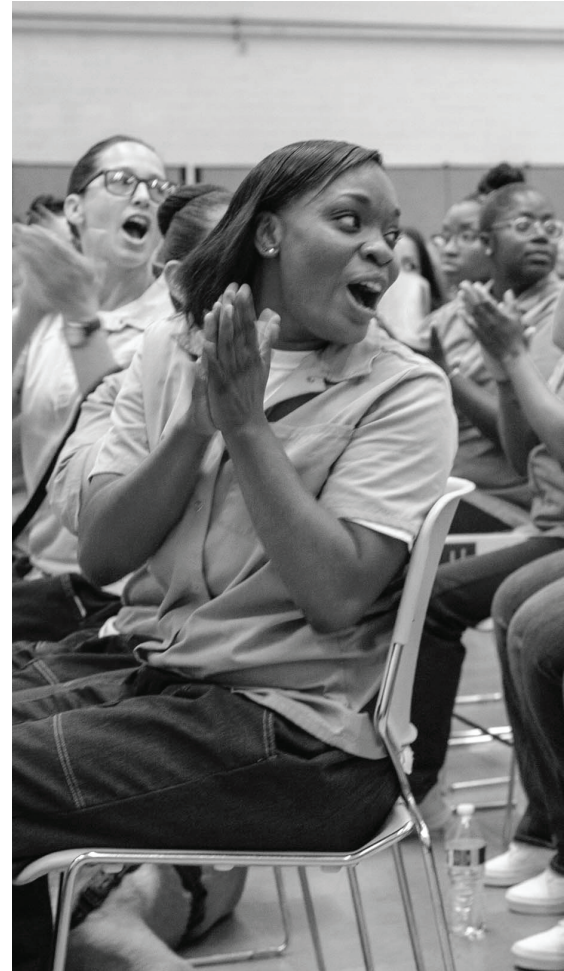
HIRING PROCESS EVALUATION AND REVAMP

The purpose of this initiative is to take a full inventory of our current processes related to civil service hiring across all divisions of the agency. CALPIA has implemented many changes in the area of hiring in the past several years. This initiative provides an opportunity to evaluate those updates while also considering hiring challenges. The goal is to identify weak or blind spots and cohesively address them so we can implement a more streamlined approach for hiring managers and Human Resources, while still adhering to state directed guidelines.



CONTINUED TECHNOLOGY IMPROVEMENT

The purpose of this initiative is to take the agency's technology advancements from the prior Strategic Business Plan to the next level. Continued development is slated for the Sage X3 project, E2E, the technology revamp efforts, Salesforce development, the implementation of middleware (software that connects applications, operating systems, data, and users), increased automation and the exploration of AI as a solution for current and future business challenges.



CALPIA SUCCESS STORIES

VERA MARIN

Vera Marin graduated from CALPIA's Pre-Apprentice Carpentry program at the California Institution for Women. She was hired in Southern California by a large construction firm. Currently, she is part of the Southwest Regional Council of Carpenters Union and works for Neff Construction as a foreman.

"I have six children and I knew if I kept doing what I did before prison I wouldn't have a future. The pre-apprentice program provided me the opportunity to change my life for the better. My kids now say they are proud of me." - VERA MARIN



ROBERT CASTANEDA

Robert Castaneda received his Optician certification while working for CALPIA's Optical Lab at California State Prison, Solano. He worked in the program for seven years. When he returned to his community in 2021, he filed with the State Board of Optometry and started working at Eyeglass World. Robert now works as a licensed Optician for a leading eyewear retail chain and is thankful for the job training he received while incarcerated.

"CALPIA gave me a foundation that I could use in society. I am a licensed Optician and have been able to buy a home and a car because of the career training I received. I am grateful for CALPIA's Optical program especially the staff who supported me along the way."

- ROBERT CASTANEDA



TOMMY DELUNA

Tommy DeLuna is an Employment Specialist for the St. Vincent de Paul's Exodus Project which offers mentoring and extensive resources to people coming out of incarceration and returning to the Sacramento and Solano Areas. Prior to this position, Mr. DeLuna was a Life Coach for the Anti-Recidivism Coalition. He returned to his community in 2019 and received certifications through CALPIA at California State Prison, Corcoran in General Fabrication in 2003-2006. Mr. DeLuna wants to continue to improve the lives of others, especially in underserved communities.

"CALPIA was the first job I had where I had great responsibility, gained independence, and learned employable job skills where I was able to find a career I actually enjoy." - TOMMY DELUNA



AMALIA BRYANT

Amalia Bryant graduated from CALPIA's Pre-Apprentice Construction Labor, Pre-Apprentice Carpentry, and Computer Coding programs at the California Institution for Women. CALPIA partners with the trade unions for the pre-apprentice programs and with non-profit The Last Mile for the coding program. Ms. Bryant returned to her community in 2020 and immediately started working as an Office Assistant in clerical. She then pursued her passion in technology and was hired by software company Checkr for a full-time apprenticeship position. She has since been promoted, and is now a Software Engineer for the company.

"The opportunities I was afforded through CALPIA, The Last Mile, and of course the support of my family has helped with my successful reentry into the community. I utilized all the resources available to me while I was incarcerated and now, I am a Software Engineer and I love my career."

- AMALIA BRYANT





Above (left): CALPIA Construction Labor Program participants at the California Institution for Women
Above (right): CALPIA Food and Beverage participant at California State Prison, Corcoran
Below: CALPIA Code.7370 participants at San Quentin State Prison





Above (left): CALPIA Optical Program participant inspects glasses for quality assurance at Valley State Prison
Above (left): CALPIA Board member Felipe Martin, External Affairs staff Stephanie Eres and Michele Kane, and CALPIA board member Kyle Patterson at the California State Capitol
Below: CALPIA graduates at San Quentin State Prison



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

1 Pelican Bay State Prison (PBSP)

- 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
- JV Program**
- Barnum Farming

3 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 Construction Labor
- Pre-Apprentice Iron Worker
- Pre-Apprentice Carpentry

4 CSP Sacramento (SAC)

- Construction Services & Facilities Maintenance
- Laundry

5 California Medical Facility (CMF)

- Construction Services & Facilities Maintenance
- Support Services

6 CSP Solano (SOL)

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

7 Mule Creek State Prison (MCSP)

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

8 California Health Care Facility (CHCF)

- Construction Services & Facilities Maintenance

9 CSP San Quentin (SQ)

- Construction Services & Facilities Maintenance
- CTE Programs**
- AVP (Audio Video Production)
- Computer Coding
- Pre-Apprentice Construction Labor

10 Sierra Conservation Center (SCC)

- Construction Services & Facilities Maintenance
- Fabric Products

11 Valley State Prison (VSP)

- Construction Services & Facilities Maintenance
- Laundry
- Optical

12 Central California Women's Facility (CCWF)

- Construction Services & Facilities Maintenance
- Dental Lab
- Optical
- Support Services
- CTE Programs**
- Pre-Apprentice Carpentry

13 Correctional Training Facility (CTF)

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

14 Salinas Valley State Prison (SVSP)

- Construction Services & Facilities Maintenance

15 Pleasant Valley State Prison (PVSP)

- Construction Services & Facilities Maintenance

16 CSP Corcoran (COR)

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

17 Substance Abuse Treatment Facility (SATF)

- Construction Services & Facilities Maintenance
- Food & Beverage Packaging

18 Avenal State Prison (ASP)

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

19 North Kern State Prison (NKSP)

- Construction Services
- Facilities Maintenance

20 Kern Valley State Prison (KVSP)

- Construction Services & Facilities Maintenance
- Support Services

21 Wasco State Prison (WSP)

- Construction Services & Facilities Maintenance
- Laundry

22 California Men's Colony (CMC)

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

23 California Correctional Institution (CCI)

- Construction Services & Facilities Maintenance
- Fabric Products

24 CSP Los Angeles County (LAC)

- Cleaning Products
- Construction Services & Facilities Maintenance
- Laundry
- Support Services

25 California Institution for Men (CIM)

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

26 California Rehabilitation Center (CRC)

- Construction Services & Facilities Maintenance

27 California Institution for Women (CIW)

- Construction Services & Facilities Maintenance
- Fabric Products
- CTE Programs**
- AVP (Audio Video Production)
- Computer Coding
- Pre-Apprentice Construction Labor
- JV Program**
- NBC Universal

28 Ironwood State Prison (ISP)

- Construction Services & Facilities Maintenance

29 Calipatria State Prison (CAL)

- Construction Services & Facilities Maintenance

30 R.J. Donovan Correctional Facility (RJD)

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

31 Centinela State Prison (CEN)

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

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





CALIFORNIA PRISON INDUSTRY AUTHORITY
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