



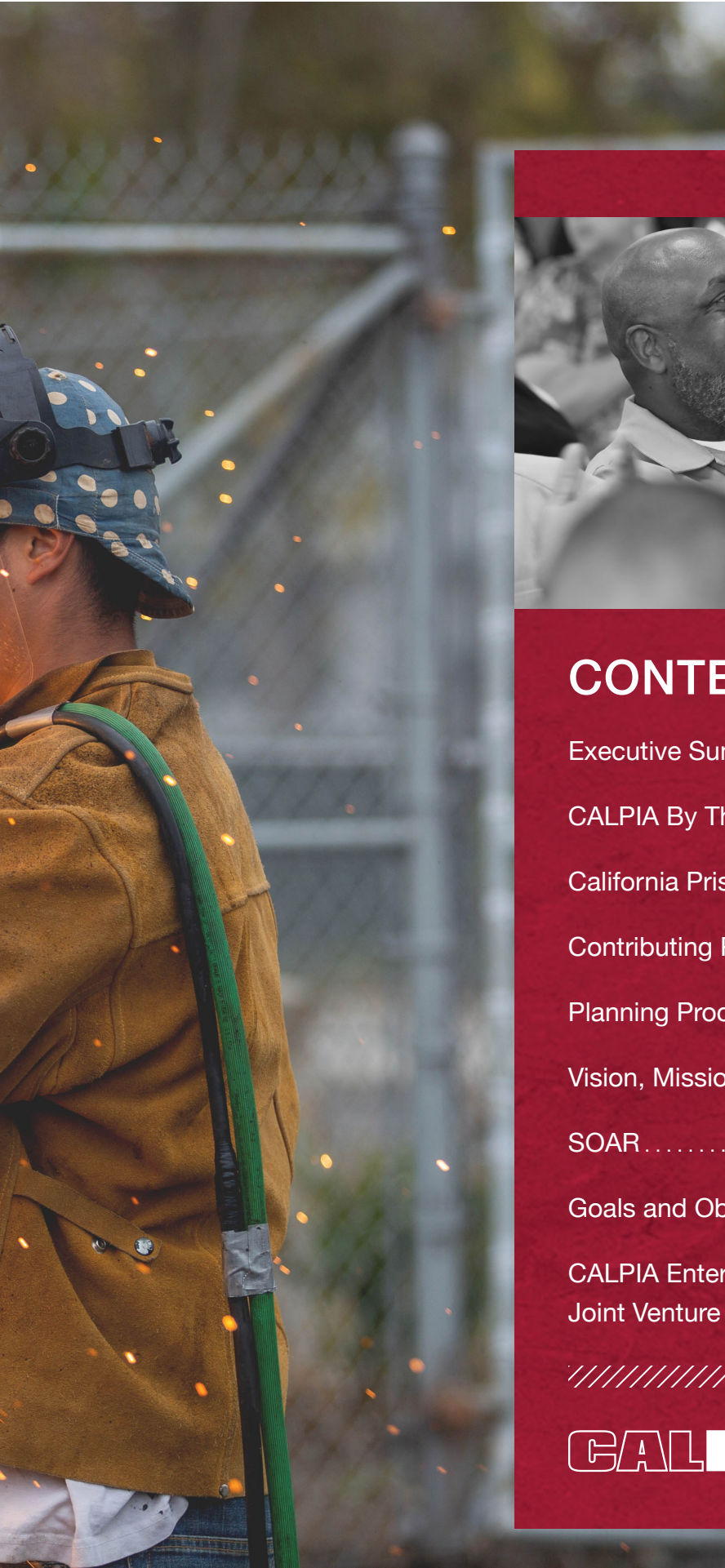
CALIFORNIA PRISON INDUSTRY AUTHORITY

STRATEGIC BUSINESS PLAN

2021-2024







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EXECUTIVE SUMMARY

I am pleased to present the California Prison Industry Authority's (CALPIA) Strategic Plan for 2021-2024. This plan sets the course of our future goals based on our mission and core values.

We created this Strategic Business Plan through collaboration and teamwork to make improvements to CALPIA. This plan provides our organization clear direction on continuing to surpass set goals.

We continue to invest in incarcerated individuals' success while reducing recidivism for the State of California. Our goal is to maintain this positive trend and help make California a safer place to live.

Together, we can make a difference with this unified vision and fundamental strategy for CALPIA's success.

Sincerely,

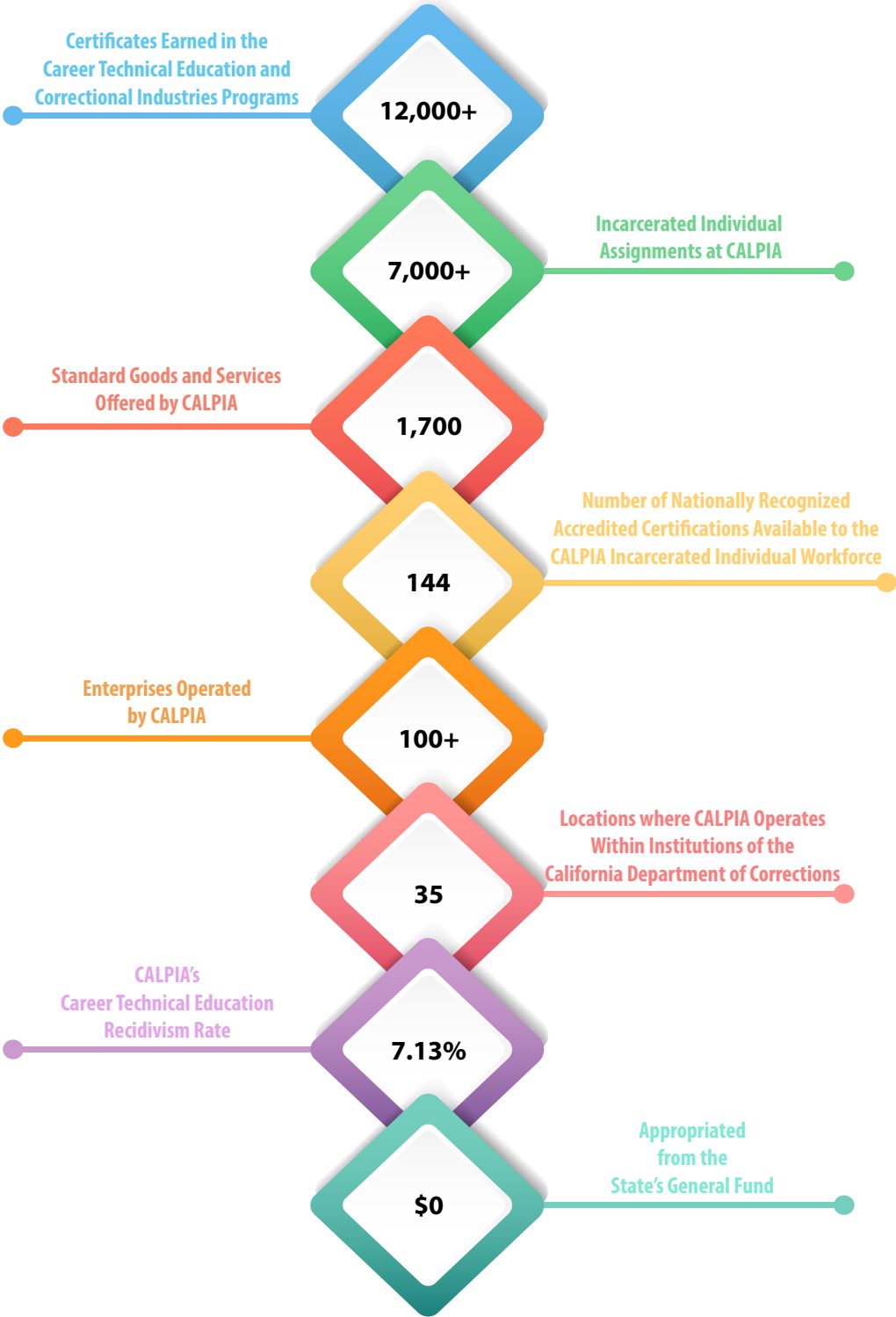
A handwritten signature in black ink that reads "Scott A. Walker".

SCOTT A. WALKER
General Manager



CALPIA BY THE NUMBERS

FY 2019/2020



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 individual. (1–Prison Industry Board Report to the Legislature FY 2019-20 <https://www.calpia.ca.gov/news/reports-and-publications/report-to-the-legislature-fiscal-year-2018-19/>) CALPIA's Career Technical Education (CTE) programs are among the most successful vocational training programs in the nation. For CALPIA incarcerated individuals participating in CTE programs, the recidivism rate is lowest in the nation with a cumulative rate of 7.13%. (2–Career Technical Education Assessment Report FY 2007–08 and 2010-11 <https://www.calpia.ca.gov/news/reports-and-publications/cte-education-assessment-report-fy-2007-2008-to-2010-2011/>)

CALPIA creates the best opportunities for rehabilitation for incarcerated individuals

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 35 CDCR institutions. (3–Prison Industry Board Report to the Legislature FY 2019-20 <https://www.calpia.ca.gov/news/reports-and-publications/report-to-the-legislature-fiscal-year-2018-19/>) 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 food, office and institutional furniture, metal products and signs, clothing, modular buildings, printing, optical, dental, laundry, healthcare facilities maintenance and so much more.

CALPIA is a self-supporting state agency that provides productive work opportunities and job skills to incarcerated individuals

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 131 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 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 showroom Prison Industry Board meeting
Middle: Lancaster State Prison graduation
Lower: San Quentin Code.7370 graduation

CONTRIBUTING PARTICIPANTS

JANUARY 2020:

- **Pelican Bay State Prison:**
Incarcerated Individuals, Civil-Service Staff
- **Folsom State Prison:**
Incarcerated Individuals, Civil-Service Staff
- **California State Prison, Sacramento:**
Civil-Service Staff
- **Folsom Women’s Facility:**
Incarcerated Individuals, Civil-Service Staff
- **Valley State Prison:**
Incarcerated Individuals, Civil-Service Staff
- **California Correctional Women’s Facility:**
Incarcerated Individuals, Civil-Service Staff

FEBRUARY 2020:

- **San Quentin State Prison:**
Incarcerated Individuals, Civil-Service Staff
- **The Last Mile: Joint Venture:**
 - Chris and Beverly Redlitz, Co-founders
 - Syd Heller, Director of Programs
 - Jason Jones, Formerly Incarcerated, Remote Instruction Manager
 - Erin O’Connor, Formerly Incarcerated, Software Developer
- **Solano State Prison:**
Civil-Service Staff
- **Ventura Youth Correctional Facility:**
Incarcerated Youth
- **Green Valley Training Center:**
CALPIA Administrators (All Institutions)
- **Deuel Vocational Institution:**
Incarcerated Individuals, Civil-Service Staff
- **Mule Creek State Prison:**
Incarcerated Individuals, Civil-Service Staff

MARCH 2020:

- **California Institution for Women:**
Incarcerated Individuals, Civil-Service Staff
- **California Institution for Men:**
Incarcerated Individuals, Civil-Service Staff
- **Vera Salcedo:**
Formerly Incarcerated, Site Safety Officer

SEPTEMBER 2020:

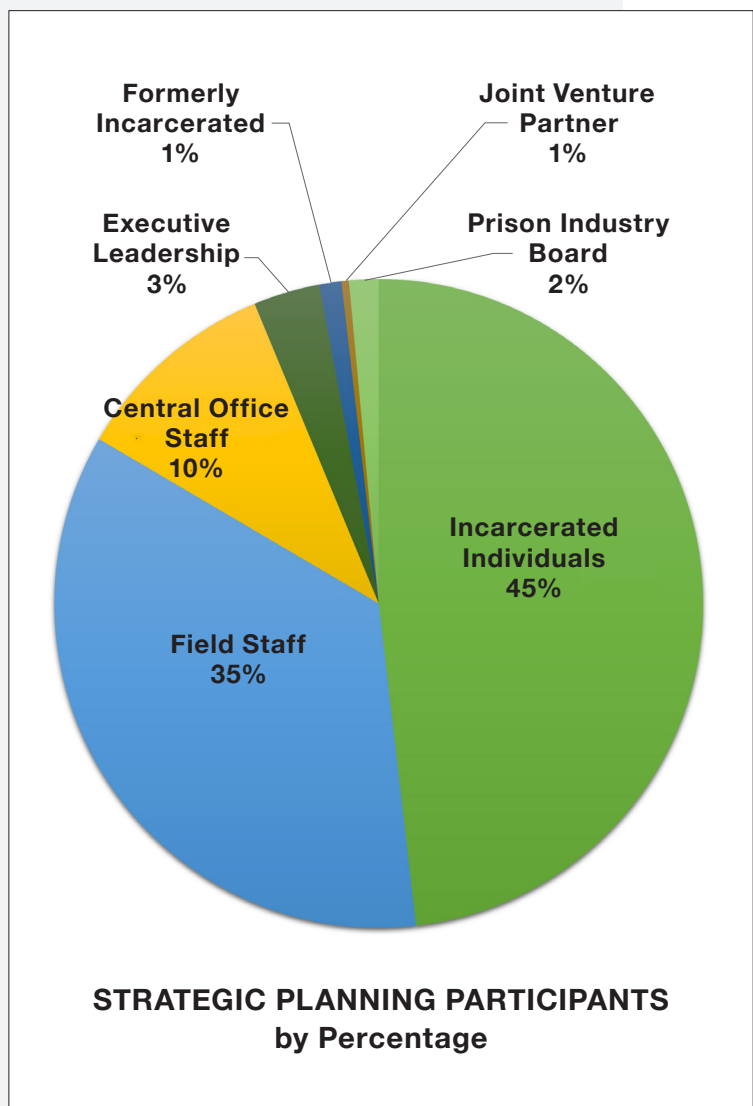
- **CALPIA Central Office:**
Civil-Service Staff, Management

OCTOBER 2020:

- **Prison Industry Board:**
Session One

NOVEMBER 2020:

- **Prison Industry Board:**
Session Two
- **CALPIA Executive Leadership Team**



CALPIA STRATEGIC PLAN

2021 - 2024 Process & Approach

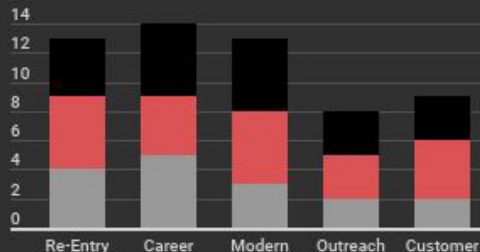


Collection

65 hours of strategic planning sessions

280 total participants

Methods of collection: flip charts, sticky notes, discussions, surveys and Zoom



● Start ● Continue ● Change



Outcome

Vision, Mission & Values refreshed

Three-year phased approach plan

Measurable Goals & Objectives

Analysis

Nearly 3,000 data points

6 actions and 50 different categories

Complete reporting and trend analysis for every piece of feedback



2021

Phase 1 - Progress verification and Phase 2 Assessment



Implement

Quarterly assessment of measurable progress

Annual review and next phase planning

Increased institutional visits to gather feedback

2022

Phase 2 - Progress verification and Phase 3 Assessment



Plan Ahead

2024-2027 Strategic Planning process begins

2023

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

Re-Entry Assistance
Innovative
Safety Career Services
Teamwork
Integrity
Reduce Recidivism
Accountability
Life Changing
Public Outreach
Community
Modernization
Leadership
Customer Satisfaction
Opportunities
Professionalism



Folsom Women's Facility Culinary Program completion

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: Folsom Women's Facility Pre-Apprentice Carpentry and Construction Labor Program completion

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 (Proposed)**

- **Transitions Packet Rework**
 - **Digital Platform for Accessing Transitions Packet**

- **Phase 3 (Proposed)**

- **Post-Release Services**
 - **Industry-Recognized Certification Review**

- **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 (Proposed)**

- **Pilot Career Services Program**
 - **Career Services Partner Development**

- **Phase 3 (Proposed)**

- **Full Career Services Program Implementation**

GOALS AND OBJECTIVES

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**

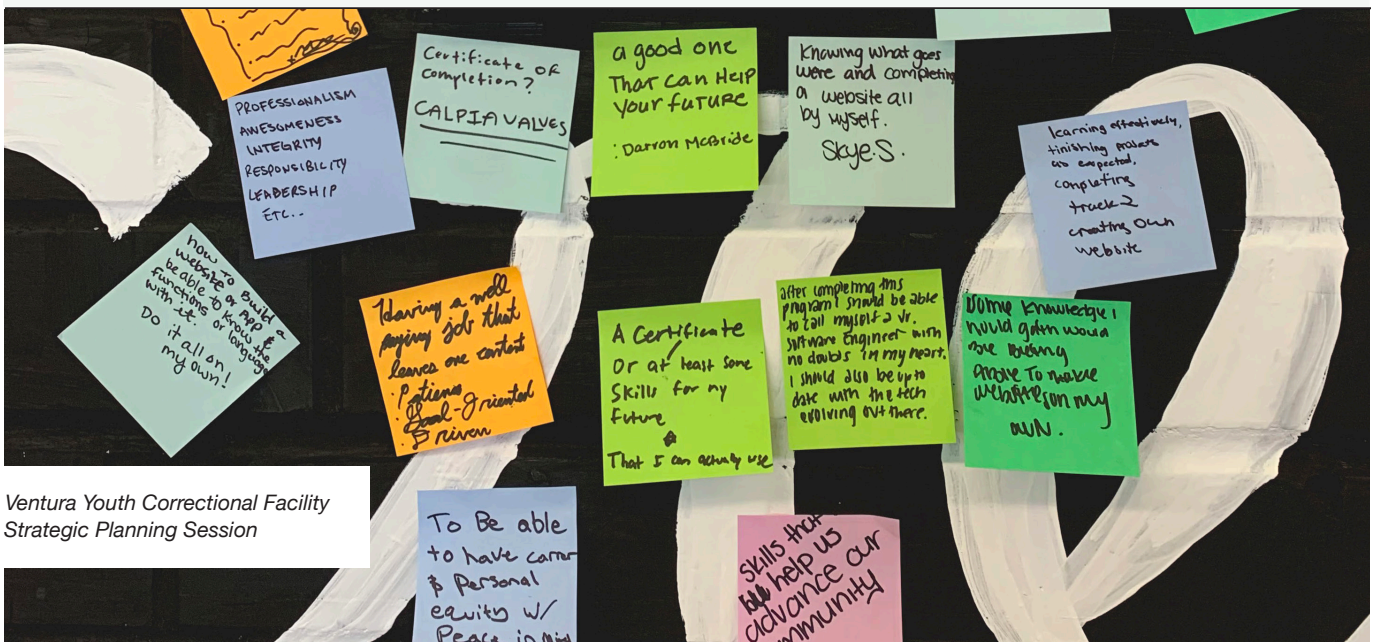
- Q1 2021 – Request for Proposal bid solicitation complete.
- Q2 2021 – ERP vendor selected and contract execution.
- Q3 2021 – Integration plan of proposed connected systems and software completed.
- Q4 2021 – Report of projected project lifecycle with milestones, including sunset plan of current legacy ERP system.

- **Phase 2 (Proposed)**

- **ERP Financial Module**
- **ERP Operational Processes Module**

- **Phase 3 (Proposed)**

- **ERP Automation Deployment**
- **Sunset Legacy ERP System**



Ventura Youth Correctional Facility
Strategic Planning Session

GOALS AND OBJECTIVES

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%.

- **Phase 2 (Proposed)**

- **Probation**
 - **Workforce Development**

- **Phase 3 (Proposed)**

- **Institutional Television Broadcast**

- **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**
 - **Quarterly Customer Survey**

- **Phase 3 (Proposed)**

- **Automated Customer Survey**
 - **Customer Notification of Delivery Process**



Upper: California Institution for Men Commercial Dive Program

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

Middle right: Ventura Youth Correctional Facility Code.7370 participants

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



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

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**
- 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
- JV Programs**
- Big Dawg Manufacturing
- TLM Works

11 Sierra Conservation Center (SCC)

- Construction Services & Facilities Maintenance
- Fabric Products

12 Deuel Vocational Institution (DVI)

- Construction Services & Facilities Maintenance
- Dairy
- Support Services

13 Valley State Prison (VSP)

- Construction Services & Facilities Maintenance
- Laundry
- Optical

14 Central California Women's Facility (CCWF)

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

15 Correctional Training Facility (CTF)

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

16 Salinas Valley State Prison (SVSP)

- Construction Services & Facilities Maintenance

17 Pleasant Valley State Prison (PVSP)

- Construction Services & Facilities Maintenance

18 CSP Corcoran (COR)

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

19 Substance Abuse Treatment Facility (SATF)

- Construction Services & Facilities Maintenance
- Food & Beverage Packaging

20 Avenal State Prison (ASP)

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

21 North Kern State Prison (NKSP)

- Construction Services & Facilities Maintenance

22 Kern Valley State Prison (KVSP)

- Construction Services & Facilities Maintenance
- Support Services

23 Wasco State Prison (WSP)

- Construction Services & Facilities Maintenance
- Laundry

24 California Men's Colony (CMC)

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

25 California Correctional Institution (CCI)

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

26 CSP Los Angeles County (LAC)

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

27 California Institution for Men (CIM)

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

28 California Rehabilitation Center (CRC)

- Construction Services & Facilities Maintenance

29 California Institution for Women (CIW)

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

30 Chuckawalla Valley State Prison (CVSP)

- Construction Services & Facilities Maintenance
- Laundry

31 Ironwood State Prison (ISP)

- Construction Services & Facilities Maintenance

32 Calipatria State Prison (CAL)

- Construction Services & Facilities Maintenance

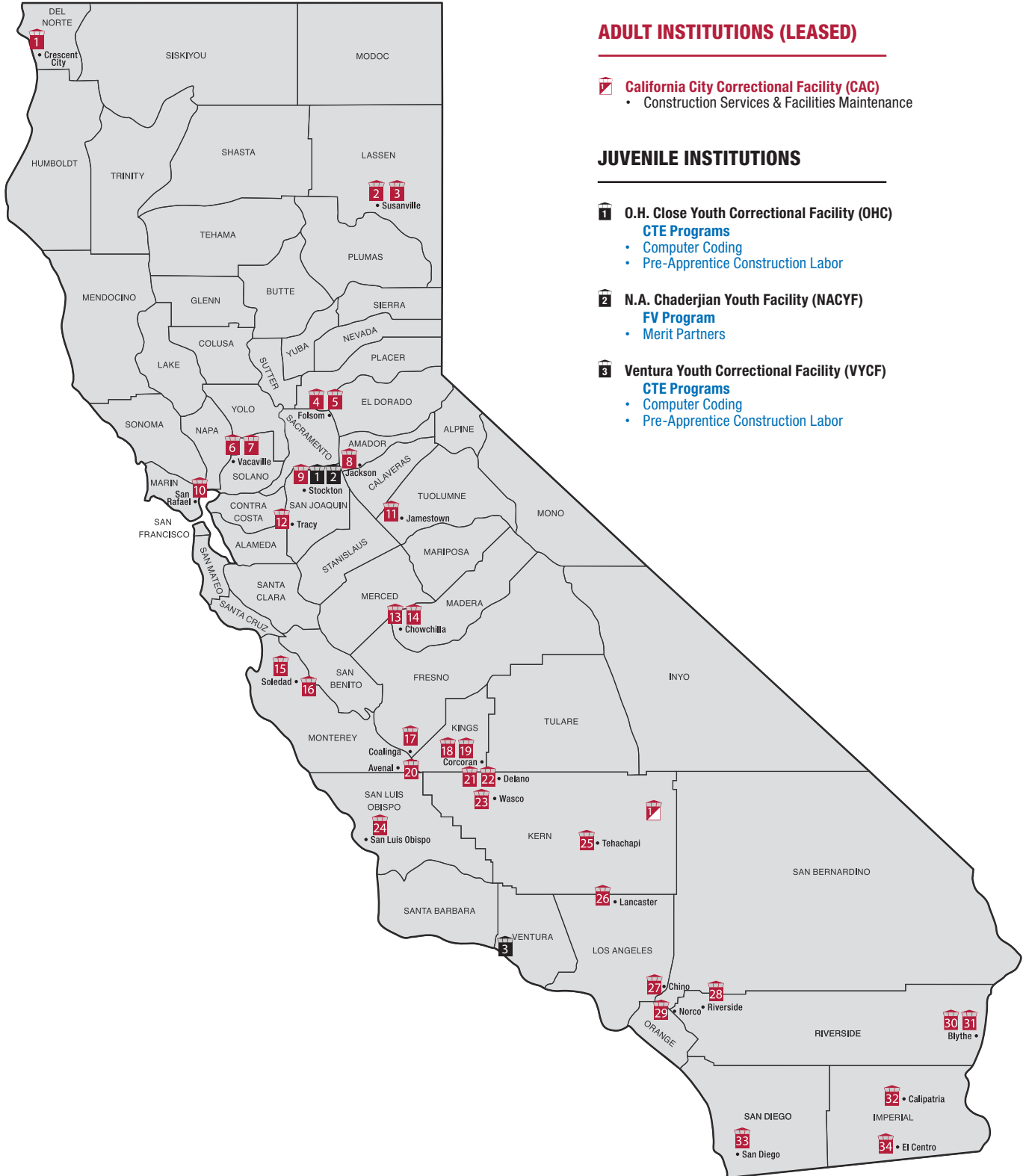
33 R.J. Donovan Correctional Facility (RJD)

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

34 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

Approved by the California Prison Industry Board
on January 28, 2021



CALIFORNIA PRISON INDUSTRY AUTHORITY
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