



CALCTRA

REPORT TO THE LEGISLATURE

FY 2024-25

- ★ CAREER TRAINING
- ★ QUALITY PRODUCTS
- ★ CHANGED LIVES

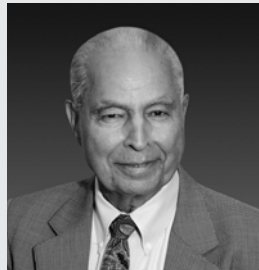


Gavin Newsom
Governor
State of California

California Correctional Training and Rehabilitation Board



Jeff Macomber
Chair
Secretary, California Department of
Corrections and Rehabilitation



Darshan Singh
Vice-Chair
Senate Appointee



Dr. Armond Aghakhanian
Assembly Appointee



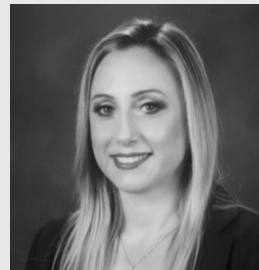
Dawn Davison
Governor Appointee



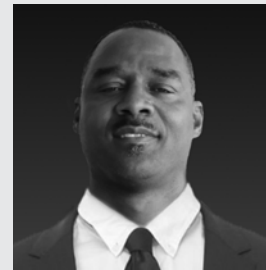
Michael Lopez
Governor Appointee



Felipe Martin
Senate Appointee



Katherine Minnich
Statutory Appointee



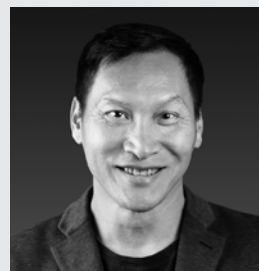
Kyle Patterson
Governor Appointee



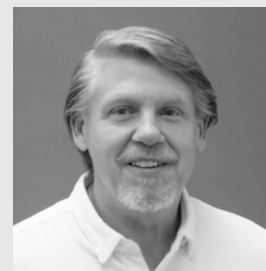
Carlos Quant
Statutory Appointee



Troy Vaughn
Governor Appointee



Eddy Zheng
Assembly Appointee



William Davidson
Executive Officer

The California Correctional Training and Rehabilitation Board's Fiscal Year 2024-25 Report to the Legislature regarding the California Correctional Training and Rehabilitation Authority (CALCTRA) is submitted pursuant to Chapter 1549, Statutes of 1982, as embodied in paragraph 2808(k) of the California Penal Code, requiring the Board to report to the Legislature in writing on or before February 1 of each year regarding the following:

1. The financial activity and condition of each enterprise under its jurisdiction;
2. The plans of the board regarding any significant changes in existing operation;
3. The plans of the board regarding the development of new enterprises; and
4. A breakdown, by institution, of the number of prisoners at each institution, working in enterprises under the jurisdiction of the authority, said number to indicate the number of prisoners who are not working full-time.



Report to the Legislature FY 2024-25

Table of Contents

CALCTRA Name Change	1
Committed to Public Safety.....	3
CALCTRA Mission Statement.....	4
Correctional Industries	5
Career Technical Education.....	6
Joint Venture Program.....	7
Industry Employment Program	8
State Apprenticeships.....	9
Accredited Certifications	10
Successful Outcomes	13
Entry to Employment.....	17
CALCTRA Launches New Joint Venture Program	18
Enterprise Improvements.....	19
Improved Processes	21
Summary of Prison Industry Board Action Items FY 2024-2026	23
Financial Plan.....	29
Enterprise Overview.....	30
Incarcerated Individual Assignments	31
Incarcerated Individuals by Location.....	32
CALCTRA Enterprise, Career Technical Education, and Joint Venture Location Map.....	35

CALCTRA

Career Training | Quality Products | Changed Lives

California Prison Industry Authority Becomes California Correctional Training and Rehabilitation Authority

NAME CHANGE BETTER REFLECTS MISSION OF HELPING INCARCERATED INDIVIDUALS WITH JOB TRAINING AND REHABILITATION

On January 1, 2026, the California Prison Industry Authority (CALPIA) will officially become the California Correctional Training and Rehabilitation Authority (CALCTRA) following the enactment of Senate Bill 157 and Senate Bill 857.

The Prison Industry Board unanimously approved the name change and will now be known as the Correctional Training and Rehabilitation Board.

The name change underscores the organization's commitment to providing job training, career preparation, and rehabilitative opportunities to incarcerated individuals across the state.

"This new name truly reflects the heart of our mission," said Jeff Macomber, Chair of the Correctional Training and Rehabilitation Board and Secretary of the California Department of Corrections and Rehabilitation (CDCR). "Many people hear 'Prison Industry' and don't realize the organization is centered on rehabilitation, skills training, and creating real career pathways for incarcerated individuals. 'Correctional Training and Rehabilitation' better communicates the purpose and value of the work we do every day."

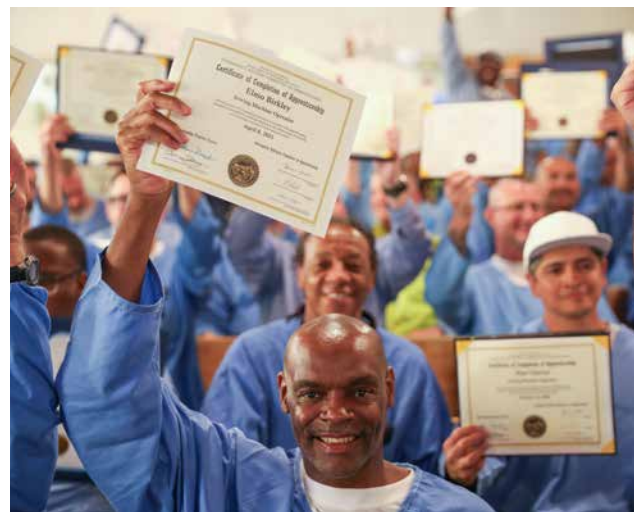
Established in 1947 as the Correctional Industries Commission, the organization initially focused on agricultural and manufacturing work. In 1982, Senate Bill 1574 abolished the Commission and created the California Prison Industry Authority (CALPIA), an independent entity governed by an 11-member Board, which remains in place today.

Retired CALPIA Director Bill Davidson, whose leadership was instrumental in driving the name change, emphasized the significance of this transition.



"This change isn't just cosmetic, it's a bold statement about who we are and what we stand for."

- BILL DAVIDSON, RETIRED CALPIA DIRECTOR



Above: CALCTRA graduate at the California State Prison, Corcoran

Below: CALCTRA graduates at the California Men's Colony celebrate their accomplishments



"This change isn't just cosmetic, it's a bold statement about who we are and what we stand for," Davidson said. "We are reaffirming our mission to prepare individuals for careers and successful reentry. The new name helps the public, employers, and our partners instantly understand our commitment to rehabilitation and training."

CALCTRA Chief Deputy Director Suzie Changus noted how the new name will also inspire confidence among the incarcerated population.

"When incarcerated individuals understand they are part of an organization focused on their training and rehabilitation, it enhances their belief in their own success," Changus said. "A huge benefit for our participants is the breadth of occupations they can train in and the knowledge that real careers are waiting for them when they return home.

The new name also helps strengthen CALCTRA's partnerships with employers statewide, many of whom offer jobs to program participants before they even leave prison. By emphasizing "training" and "rehabilitation," the agency hopes to attract additional partners who share its vision for second chances.



Committed to Public Safety

THE CALIFORNIA CORRECTIONAL TRAINING AND REHABILITATION BOARD

The California Correctional Training and Rehabilitation Board (Board) was established in 1983, pursuant to Chapter 1549, Statutes of 1982, to oversee the California Correctional Training and Rehabilitation Authority (CALCTRA). The same legislation reconstituted the former California Prison Industry Authority, and the California Correctional Industries Commission as today's CALCTRA.

The Board oversees CALCTRA operations, much like a corporate board of directors. It sets general policy for CALCTRA, oversees the performance of existing CALCTRA industries, determines which new industries shall be established, and appoints and monitors the performance of CALCTRA's Executive Officer/ Director. The Board also serves as a public hearing body, ensuring CALCTRA enterprises are both self-sufficient and do not have an adverse impact on the private sector. The Board actively solicits public input for the decisions it makes to expand existing, or develop new, prison industries.

On July 1, 2005, pursuant to the passage of Senate Bill 737, the California Department of Corrections and Rehabilitation (CDCR) underwent reorganization. Under the reorganization, CALCTRA was to continue its existence within CDCR but as a separate entity, with the Director being the hiring authority for all CALCTRA employees.

Top of page: CALCTRA Graduation at R. J. Donovan Correctional Facility, May 2025



CALCTRA STATUTORY OBJECTIVES¹

- To develop and operate industrial, agricultural and service enterprises that provide work opportunities for incarcerated individuals under the jurisdiction of the CDCR and provide government agencies with products and services commensurate with their needs.
- To create and maintain working conditions within CALCTRA enterprises as much as possible like those which prevail in private industry, ensuring assigned incarcerated individuals the opportunity to work productively to earn funds, and to acquire or improve effective work habits or occupational skills.
- To operate work programs for incarcerated individuals that are self-supporting through the generation of sufficient funds from the sale of products and services to pay all its expenses, thereby avoiding the cost of alternative incarcerated individual programming by CDCR. CALCTRA receives no annual appropriation from the Legislature.

1. Penal Code Section 2800-2818

CALCTRA Mission Statement

CALCTRA 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, CALCTRA prioritizes rehabilitation through vocational programs and supporting second chances, while training participants to produce quality products and services for its customers.

CALCTRA PROGRAM GOAL

To achieve its mission, CALCTRA has established three main strategic and business goals:

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***

CALCTRA VISION

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



Bottom left: CALCTRA graduates at R.J. Donovan Correctional Facility
Bottom right: CALCTRA graduates at the Sierra Conservation Center

CALCTRA VALUES

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

DOES CALCTRA SAVE THE STATE MONEY?

Yes. CALCTRA's incarcerated individual programming saves the State General Fund millions of dollars annually through lower recidivism². It also saves CDCR millions of dollars by providing approximately 5,800 alternatively funded programming positions for incarcerated individuals that CDCR does not have to fund.

2. The Effect of Prison Industry on Recidivism https://www.caltra.ca.gov/wp-content/uploads/calpia/news/Reports_and_Publications/CALPIARecidivism.pdf





"CALCTRA manages more than 100 manufacturing, service and consumable enterprises in all CDCR institutions, with approximately 5,800 incarcerated individuals."

Correctional Industries

CALCTRA manages more than 100 manufacturing, service and consumable enterprises in all CDCR institutions, with approximately 5,800 incarcerated individuals in manufacturing, agricultural, consumable, service and support functions, including warehouse and administration. CALCTRA's administrative offices are in Folsom, California.

The goods and services provided by CALCTRA's enterprises are sold predominantly to departments of the State of California and other government entities. CDCR is CALCTRA's largest customer. It accounted for \$190.8 million (64%) of all sales in FY 2024-25, \$177.1 million (62.2%) of all sales in FY 2023-24, and \$172.9 million (63.3%) of all sales in FY 2022-23. Major State customers include the Department of Motor Vehicles, the Department of State Hospitals, the Department of Healthcare Services, the Department of Transportation, the Department of Forestry and Fire Protection, the California Highway Patrol, the Department of Veterans Affairs, the Department of General Services, the California Military Department, and the California Department of Parks and Recreation.

Left: CALCTRA graduates at R. J. Donovan Correctional Facility
Below: CALCTRA Metal enterprise at Folsom State Prison



Career Technical Education

CALCTRA established its Career Technical Education (CTE) program in 2006. The program began as a pre-apprenticeship program with instruction administered by journeyman instructors under contract from local trade labor unions representing carpentry, construction, and iron working. When released, program graduates can obtain employment in their specific apprenticeship fields. CALCTRA provides graduates with trade tools and pays their first year of union dues.

Besides the pre-apprentice programs, CALCTRA's CTE programs include Commercial Diving, Computer-Aided Design (AutoCAD), and Computer Coding, and Audio Video Production. The Governor's Budget Act includes \$2.6 million in CDCR's base budget for rehabilitative program contracts with CALCTRA.

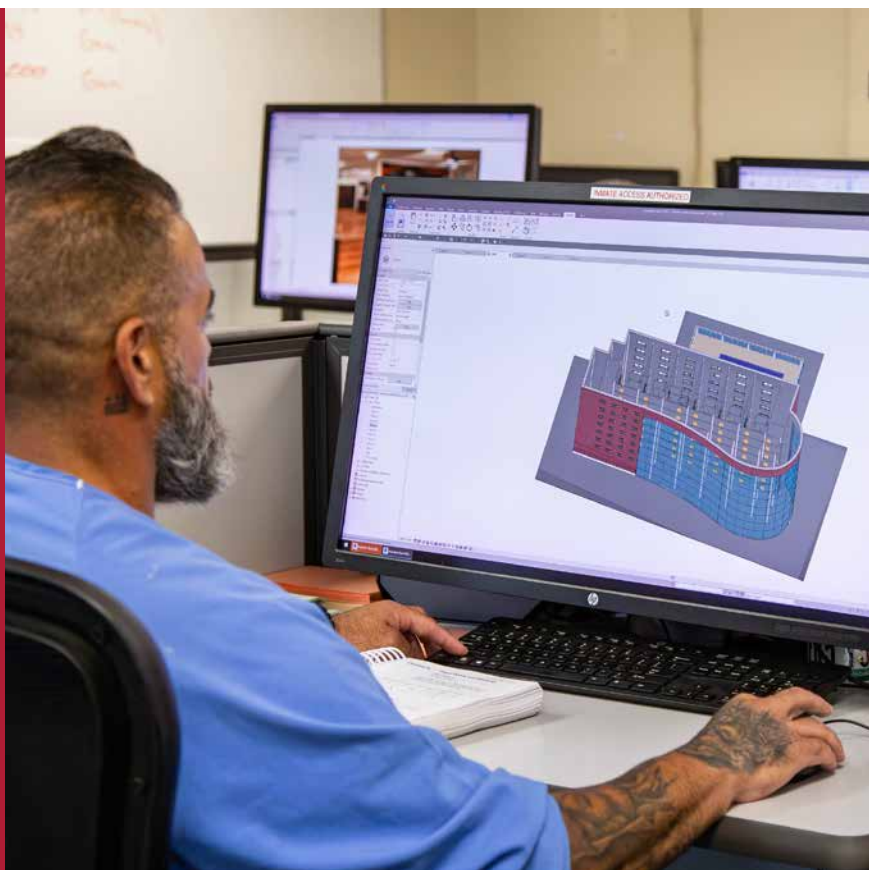


Above: CALCTRA CTE Iron Working program at Folsom State Prison

Below: CALCTRA AutoCAD program at Folsom State Prison

CALCTRA'S CTE PROGRAM OFFERS TRAINING IN THE FOLLOWING FIELDS:

1. Audio Video Production
2. Carpentry
3. Commercial Diving
4. Computer-Aided Design (AutoCAD)
5. Computer Coding
6. Construction Labor
7. Iron Working





CALCTRA Joint Venture Program participants at the Correctional Training Facility

Joint Venture Program

On behalf of CDCR, CALCTRA manages California's Joint Venture Program. The Joint Venture Program was established in 1990 with the passage of Proposition 139, "The Prison Inmate Labor Initiative." The initiative created rehabilitative opportunities for incarcerated individuals to gain valuable work experience and job-skills training.

The Joint Venture Program (JVP) operates in California's adult correctional institutions. Incarcerated individuals work for private companies or non-profits while serving their time and earn comparable industry wages. The programs are available to businesses that plan to expand, open a new enterprise or division, return from offshore, or relocate to California from another state. This program prepares incarcerated individuals for successful reintegration into the community.

The wages an incarcerated individual earns through the Joint Venture Program are subject to deductions for room and board, crime victim restitution, incarcerated individual family support, trust account, and mandatory incarcerated individual savings for release.

In addition, incarcerated employees pay federal and state taxes.



Surplus Service President Lou Ramondetta speaks at Joint Venture Opening at Correctional Training Facility



CALCTRA graduation at the California Institution for Women

Industry Employment Program

The Industry Employment Program (IEP) enhances the ability of incarcerated individuals to obtain meaningful jobs upon release. IEP helps incarcerated individuals successfully transition from prison to the community and the workforce. The program is a vital part of CALCTRA's efforts to enhance incarcerated individuals' to reduce recidivism.

Through IEP, CALCTRA incarcerated employees are evaluated for improvement in job skills, education, experience and work habits. IEP provides incarcerated individuals access to nationally accredited certifications, state apprenticeship certifications, and internal skill proficiency certificates.

IEP provides transition-to-employment services and information to assist individuals with job required documents. IEP offers services to help incarcerated individuals obtain birth certificates, driver's licenses, social security replacement cards, veteran's benefits and out-of-state birth certificates.

In December 2023, IEP started the Entry to Employment Network (E2E). E2E is the first-of-its-kind in a correctional environment to offer real job opportunities from employers before incarcerated individuals return to their communities. Please see page 17 for more information on E2E.



CALCTRA graduate at the California Institution for Women





State Apprenticeships

Incarcerated individuals can achieve full apprenticeships while working for CALCTRA. Through a partnership with the California Department of Industrial Relations, CALCTRA has established an apprenticeship system within CDCR institutions.

The apprenticeship certification qualifies incarcerated individuals for meaningful employment upon release. Since December 31, 2018, apprenticeship opportunities have been made available throughout each CALCTRA enterprise. During FY 2024-25, there were 2,040 incarcerated individuals registered into the state apprenticeship program with 650 incarcerated individuals completing an apprenticeship program.



Top of page: CALCTRA graduation at Valley State Prison

Right top: Graduate shows off apprenticeship certificate

Right bottom: CALCTRA Optical enterprise at Valley State Prison



"During FY 2024-25, there were 2,040 incarcerated individuals registered into the state apprenticeship program"

Accredited Certifications

CALCTRA invests in curriculum for incarcerated individuals, offering 128 nationally recognized accredited certifications, such as computer-aided design, computer coding, technology, food-handling, laundry, agriculture, welding, metal-stamping, industrial safety and health, electrical systems, mechanical systems, and maintenance.

In FY 2024–25, 5,900 participants successfully completed an accredited certification program. IEP’s enrollment of all CALCTRA incarcerated individuals into TPC Training Systems course 109.1, Industrial Safety and Health, is required.



CALCTRA graduate at R. J. Donovan Correctional Facility

AMERICAN BOARD OF OPTICIANRY

- Optician

AMERICAN WELDING SOCIETY

- Gas Metal Arc Welding-(GMAW-1 3G)
- Gas Metal Arc Welding-(GMAW-1 4G)
- Gas Tungsten Arc Welding (GTAW-1 3G)
- Gas Tungsten Arc Welding (GTAW-1 4G)
- Gas Tungsten Arc Welding (GTAW-2 3G)
- Gas Tungsten Arc Welding (GTAW-2 4G)
- Gas Tungsten Arc Welding (GTAW-3 3G)
- Gas Tungsten Arc Welding (GTAW-3 4G)

ASSOCIATION FOR LINEN MANAGEMENT

- Certified Linen Technician
- Certified Washroom Technician
- Certified Laundry Linen Manager

CA DEPARTMENT OF FOOD & AGRICULTURE

- Pasteurizer License
- Sampler/Weigher License

CAREER TECHNICAL 7370 COMPUTER CODING

- 7370 Computer Coding Track 1
- 7370 Computer Coding Track 2
- 7370 Computer Coding Track 3
- 7370 Computer Design Track
- Audio Video Program (AVP) Video Editing & Post-Production (VEP)
- Audio Video Program (AVP) Digital Audio Production (DAP)

CAREER TECHNICAL AUTOCAD

- AutoCAD Drafting Track 1
- AutoCAD Drafting Track 2
- Revit

CAREER TECHNICAL CARPENTRY

- Core-Classroom Curriculum

CAREER TECHNICAL IRONWORKER

- Core-Classroom Curriculum

CAREER TECHNICAL LABORERS

- Core-Classroom Curriculum

CAREER TECHNICAL MULTI-CRAFT (MC3)

- Multi-Craft Curriculum

CAREER TECHNICAL DIVING

- Commercial Welder Course Program
- Dive Top Side Tender Course Program
- Commercial Diver/Commercial Dive Inspection

ELECTRONICS TECHNICIANS ASSOCIATION

- Customer Service Specialist
- Certified Electronics Technician
- Journeyman (Industrial)

Accredited Certifications continued on pages 11 and 12

Accredited Certifications continued...

ESCO INSTITUTE

- HVAC Technician certification (608 Exam)

LIBRARY OF CONGRESS – BRAILLE

- Literary Transcribing
- Literary Proofreading
- Mathematics Transcribing
- Mathematics Proofreading
- Music Transcribing

NATIONAL BRAILLE ASSOCIATION

- Braille Formats Textbook Formatting

NATIONAL INSTITUTE OF METALWORKING SKILLS

- Machining, Level I
- Metal Forming, Level I
- Metal Stamping, Level II

NATIONAL RESTAURANT ASSOCIATION

- ServSafe Essentials and Food Handler

NORTH AMERICAN TECHNICIAN EXCELLENCE INSTALLATION AND SERVICE FOR:

- Air Conditioning
- Air Distribution
- Heat Pumps
- Gas Heat
- Oil Heat

OVERTON SAFETY TRAINING, INC.

- Warehouse Forklift
- Hand Truck Forklift
- Construction Forklift

PRODUCTIVITY TRAINING CORPORATION

- Dental Technician

SPECIALTY COFFEE ASSOCIATION

- Barista Skills – Foundation Level
- Barista Skills – Intermediate Level
- Roasting – Foundation Level
- Roasting – Intermediate Level

STILES MACHINERY INC.

- Intermediate Weeke Machining

TPC Training Systems

TYPE: FUNDAMENTALS/CORE COMPETENCIES (SERIES 100)

- 101 Reading Blueprints
- 102 Reading Schematics and Symbols
- 103 Mathematics in the Plant
- 104 Making Measurements
- 105 Metals in the Plant
- 106 Nonmetals in the Plant
- 107 Hand Tools
- 108 Portable Power Tools
- 109 .1 Industrial Safety and Health
- 110 Troubleshooting Skills

TYPE: ELECTRICAL SYSTEMS (SERIES 200)

- 201 Basic Electricity and Electronics
- 202 Batteries and DC Circuits
- 203 Transformers and AC Circuits
- 204 .1 Electrical Measuring Instruments
- 205 .1 Electrical Safety and Protection
- 206 DC Equipment and Controls
- 207 Single Phase Motors
- 208 Three Phase Systems
- 209 AC Control Equipment
- 210 Electrical Troubleshooting
- 211 Electrical Safety – Understanding NFPA 70E

TYPE: MECHANICAL SYSTEM (SERIES 300)

- 301 Basic Mechanics
- 302 Lubricants and Lubrication
- 303 .1 Power Transmission Equipment
- 304 Bearings
- 305 Pumps
- 306 Piping Systems
- 307 Basic Hydraulics
- 308 Hydraulic Troubleshooting
- 309 Basic Pneumatics
- 310 Pneumatic Troubleshooting

**TYPE: PACKAGING MACHINERY
(SERIES 310)**

- 311 Introduction to Packaging
- 312 Packaging Machinery
- 313 Casing Machinery

**TYPE: MACHINE SHOP PRACTICES
(SERIES 320)**

- 315 Machine Shop Practice
- 316 Machine Shop Turning Operations
- 317 Machine Shop Shaping Operations
- 323 Machine Shop Job Analysis
- 324 Lathe-Turning Work Between Centers
- 325 Lathe-Machining Work in a Chuck
- 326 Basic Milling Practices
- 327 Indexed Milling Procedures
- 328 Multiple-Machine Procedures

**TYPE: MECHANICAL MAINTENANCE APPLICATIONS
(SERIES 340)**

- 342 Mechanical and Fluid Drive Systems
- 343 Bearing and Shaft Seal Maintenance
- 344 Pump Installation and Maintenance
- 345 Maintenance Pipefitting
- 346 Tubing and Hose System Maintenance
- 347 Valve Maintenance & Piping System Protection

**TYPE: BUILDING AND GROUNDS
(SERIES 360)**

- 361 Introduction to Carpentry
- 362 Constructing the Building Shell
- 363 Finishing the Building Interior
- 364 Structural Painting
- 366 Flat Roof Maintenance
- 367 Plumbing Systems Maintenance
- 375 Landscaping Maintenance

**TYPE: WELDING
(SERIES 420)**

- 416 Blueprint Reading for Welders
- 417 Welding Principles
- 418 Oxyfuel Operations
- 419 Arc Welding Operations

**TYPE: CUSTODIAL MAINTENANCE
(SERIES 450)**

- 451 Cleaning Chemicals
- 452 Floors and Floor Care Equipment
- 453 Maintaining Floors and Other Surfaces
- 454 Restroom Care
- 455 Carpet and Upholstery Care



CALCTRA graduate at the R.J. Donovan Correctional Facility



CALCTRA invests in curriculum for incarcerated individuals, offering 128 nationally recognized accredited certifications.



"Thousands of incarcerated individuals have received training through CALCTRA, and many of those graduates have successful careers."



Successful Outcomes

CALCTRA wants graduates from its programs to be successful and never return to prison. CALCTRA works to ensure incarcerated individuals have job skills, good work habits, basic education, and job support when they return to their communities. Incarcerated individuals receive industry-accredited certifications that translate to employment. Thousands of incarcerated individuals have received training through CALCTRA, and many of those graduates have successful careers. Here are some of the recent success stories.



WE



ARE

CALCTRA



SUCCESS



STORIES





JUSTIN ENNIS

Justin Ennis graduated from CALCTRA's Food and Beverage Packaging program at California State Prison, Corcoran. Mr. Ennis started as an assistant machine operator and quickly promoted to other positions including operator and then supervisor. He not only learned how to troubleshoot and repair the machines but helped with the daily activities of CALCTRA's operation. Mr. Ennis returned to his community in 2022 and applied for a position with a commercial property development firm on the Central Coast. Mr. Ennis started working the next day, demonstrating his commitment by learning quickly, volunteering for overtime, and exceeding expectations. His exceptional performance earned him a position as a project manager. In 2024, Mr. Ennis transitioned to Cabrillo Court Construction where he accepted the role as a Foreman. He currently is the project manager for a commercial developer in San Luis Obispo and runs a non-profit called Pathway to Kinship. Mr. Ennis remains connected to the correctional system through his volunteer work as he shares his experience of supporting others in recovery.

"CALCTRA was more than a paycheck. It allowed me to practice the routine of work, taught me to communicate and work with others, gave me confidence in my ability to be employed, and allowed me to learn hard and soft skills that catapulted me into a career upon release."

- JUSTIN ENNIS



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 CALCTRA 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.

"CALCTRA 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

Below: Tommy DeLuna speaks at CALCTRA graduation at High Desert State Prison





LOUIS FRAZIER

Louis Frazier graduated from CALCTRA's Metal Fabrication and Computer-Aided Design (AutoCAD) programs at Folsom State Prison. He now works for a global company that designs high-performance machine tools. Prior to this job, Mr. Frazier worked for Siemens Mobility, manufacturing light rail vehicles. Mr. Frazier is grateful for the real-world skills he learned from CALCTRA's staff and the seven years of job training he received before returning to his community in 2022.

"I am so grateful. I got a full-time career with Siemens Mobility as soon as I came back home and then I was able to get housing on my own. All the skills I learned through CALCTRA are being utilized in my job. I have incredible benefits and the possibilities of climbing up the career ladder are endless."

- LOUIS FRAZIER



CALCTRA Entry to Employment participant at Folsom State Prison

Entry To Employment

CALCTRA successfully completed the rollout for the first-of-its-kind Entry to Employment (E2E) network inside all California Department of Corrections and Rehabilitation prisons statewide.

The E2E network opens the door for incarcerated individuals to access EDD’s second-chance employer list and job offerings through CalJOBS, in addition to other popular employment websites. The E2E Network also allows the private business sector to access a more qualified and trained workforce in a market that frequently struggles to find qualified employees.

CALCTRA’s Workforce Development Coordinators help incarcerated individuals with their resumes and pre-employment preparations. Once an individual is on the network, they can search for jobs that match their skills and qualifications. E2E displays positive employer matches and provides the functionality for incarcerated individuals to apply for available opportunities. Individuals who have approximately 150 days left on their sentence and who are part of CALCTRA’s job training programs can participate in the secure job-seeking network.

As of June 2025, 347 incarcerated individuals are participating in the E2E program. Since the implementation of E2E there have been a number of success stories including Douglas Woodall who was the first applicant hired using the E2E network while incarcerated at California State Prison, Solano.



CALCTRA Entry to Employment participant at San Quentin Rehabilitation Center



CALCTRA Joint venture Program Ribbon Cutting ceremony at the Correctional Training Facility

CALCTRA Launches New Joint Venture Program

CALCTRA in partnership with Surplus Service and CDCR opened a new Joint Venture Program at the Correctional Training Facility (CTF) in Soledad. The new program provides valuable job training to incarcerated individuals for employment in the e-waste management industry.

CALCTRA's Joint Venture Program is a unique partnership between private industry and the state of California. The program is designed to support the successful reintegration of incarcerated individuals into society.

Participants earn industry-standard wages comparable to what they would receive for the same work outside prison. From these earnings taxes are withheld and deductions are made for room and board, family support, trust/canteen accounts, mandatory savings, and victims' restitution.

Surplus Service is an industry leader in secure asset management and e-waste solutions based in Fremont. Their operation focuses on electronic waste recycling and repurposing. Surplus Service's goal is to provide robust reporting on zero-waste solutions that lead to the reuse of electronics rather than just recycling them.

"CALCTRA's Joint Venture Program is a unique partnership between private industry and the state of California."



Enterprise Improvements

CALCTRA IMPROVES OPTICAL ORDERING SYSTEM

CALCTRA launched a new Optical Ordering website in May 2025. The CALCTRA Optical Order System has a modernized platform that offers an updated design and enhanced user experience. The system is used to process, track, and manufacture eyewear orders each month for California’s Medi-Cal program. This partnership between providers, Medi-Cal and CALCTRA, further supports the changing demands of the State’s Medi-Cal eyewear benefit.

CALCTRA OFFERS NEW FOOD OPTIONS FOR INCARCERATED INDIVIDUALS

CALCTRA is now offering hummus with bagel crisps, juice freezers and a no sugar added chocolate milk. The CALCTRA hummus product with bagel crisps is made from a blend of chickpeas and is available in Chipotle, Fiesta, and Garlic flavors. CALCTRA hummus is packaged in a two-ounce pouch along with bagel crisps for dipping. The CALCTRA Juice Freezer is offered in four flavor blends: Apple Mango, Apple Peach, Apple Pear, and Apple Lemonade. Each vitamin-fortified freezer comes in a single serve pouch. CALCTRA now has a no added sugar, low-fat, chocolate milk. It comes in an eight-ounce carton. This new chocolate milk has the benefit of no sugar added.

CALCTRA ELEVATES METRO CAMPUS 2 BUILDING SKILLS AND OPPORTUNITIES

CALCTRA modernized the Metro Campus 2 dorm furniture collection which helps increase job opportunities for incarcerated individuals. The new furniture better aligns with customer needs, key features, and emerging design trends. Metro Campus 2 features a sleek, contemporary look, crafted from superior materials and built with heavy-duty construction techniques for lasting durability.

Above: CALCTRA Optical program at Valley State Prison
Below: CALCTRA Metro Campus 2 furniture collection





CALCTRA Optical program at the Central California Women's Facility

Improved Processes

CALCTRA IMPROVES DMV REGISTRATION TAG PROCESS

CALCTRA's Department of Motor Vehicles (DMV) registration tag process has been improved to be energy and environmentally friendly. CALCTRA upgraded technology and equipment in the ink drying process.

CALCTRA OFFERS ENERGY EFFICIENT BAKERY

CALCTRA has an upgrade and modernization to the bakery enterprise with an energy efficient double rack oven. The double rack oven is commercially utilized with equipment providing training on high volume cooking with digital controls. The modernization of this equipment has allowed the opportunity to expand current baked goods.

CALCTRA'S SAGE X3 PROJECT

CALCTRA has completed its multi-year effort of implementing a new business software application, Sage X3, replacing the agency's Enterprise Resource Planning (ERP) tool. CALCTRA successfully implemented the new ERP system, Sage X3, at Folsom State Prison in December 2023. The full ERP rollout was completed at all CALCTRA locations and prisons by April 2025.

Sage X3 enables incarcerated individuals and staff in CALCTRA programs to learn supply chain management using a modern application that is widely adopted across private sector manufacturing companies. By leveraging industry best practices and the latest technology, CALCTRA can prepare program participants for successful reentry in their communities and the workplace.

CALCTRA rolled out the project plan for staff and incarcerated with its primary focus to ensure all teams understood how the new ERP system worked.

Phase One of the Sage X3 project is complete and Phase Two, which will enable teams to focus on enhancing and continuing to improve the application, began August 15, 2025.

Above: CALCTRA Bakery enterprise at R. J. Donovan Correctional Facility
Below: CALCTRA participant uses the software application Sage X3 at the California State Prison, Sacramento



CALCTRA CONTINUES SUCCESSION PLANNING

CALCTRA launched its new Executive Leadership Academy (ELA) which takes a comprehensive approach to workforce and succession planning. The intensive six-month academy develops future agency leaders. Participants receive individual coaching, presentations from the executive team, and opportunities to drive change within the organization. CALCTRA has completed one full cohort with 16 attendees. As of May 2025, CALCTRA has began the second cohort with 17 attendees participating.

In addition, CALCTRA has started its Ambassador and Mentoring Program (CAMP). CAMP pairs staff from different program areas to mentor each other on the agency's mission, vision, and values. As of 2025, the CAMP program has been expanded statewide, accepting participants from all sites to partner and mentor each other.



Above: Executive Leadership Academy participants

Below: CALCTRA Strategic Business Plan 2024-2027

CALCTRA HIGHLIGHTS STRATEGIC BUSINESS PLAN

CALCTRA has concluded the agency's 2021 - 2024 Strategic Business Plan. The organization successfully completed 30 of the 30 outlined objectives. Each measurable milestone and task outlined in the plan was the result of the diverse feedback gathered from CALCTRA staff, current and formerly incarcerated individuals, business partners, customers, and the Prison Industry Board.

CALCTRA continues to focus on the vision, goals, and values for the 2024 - 2027 Strategic Business Plan. The plan ensures activities stay aligned with CALCTRA's mission to reduce recidivism by providing life-changing career training opportunities. This ensures our team can work together to successfully accomplish CALCTRA's goals.

CALCTRA's 2024-2027 Strategic Business Plan prioritizes five key initiatives:

- Leadership Succession Planning
- Incarcerated Individual Learning Center Concept
- Marketing, Outreach and Education
- Hiring Process Evaluation and Revamp
- Continued Technology Improvement



CALPIA
Quality Products • Changed Lives • A Safer California

STRATEGIC BUSINESS PLAN
2024 - 2027

Summary of the Correctional Training and Rehabilitation Board Action Items FY 2024-25

California Correctional Training and Rehabilitation Board Members met throughout FY 2024-25. They voted on several action items that are relevant to CALCTRA. The Board serves as a public hearing body created to ensure that both CALCTRA enterprises are self-sufficient and

they do not have a substantial adverse effect on private enterprises. The Board actively solicits public input into the decisions it makes regarding expanding existing or developing new job training enterprises and programs.



Correctional Training and Rehabilitation Board Members

Summary of Correctional Training and Rehabilitation Board Action Items - FY 2024-2025

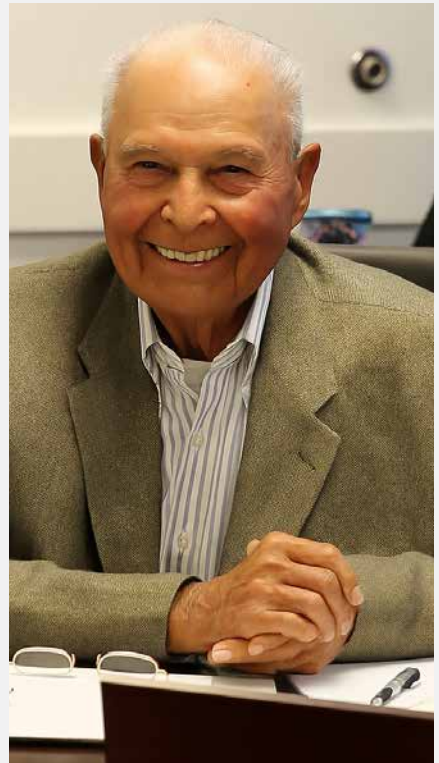
MEETING DATE	ITEM NUMBER	ACTION ITEMS
10/1/2024	24-1001-475-AI	A Request for Capital Expenditure Approval
12/17/2024	24-1217-476-AI	A Amend Regulations: Title 15, Division 8, Section 8004.2
	24-1217-477-AI	B California Prison Authority's Report to the Legislature, Fiscal Year 2023-204
3/25/2025	25-0325-478-AI	A Amend Regulations: Title 15, Division 8, Section 8006
6/24/2025	25-0624-479-AI	A Approval of CALPIA's Proposed Annual Plan for Fiscal Year 2025-26/Finance and Audit Sub-Committee Update
	25-0624-479-AI	B Approval of CALPIA's Designation of Cash to Support Fiscal Year 2025-26 Annual Plan



Correctional Training and Rehabilitation Board Members and CALCTRA Executives visit the State Capitol, including meeting Senator Jesse Arreguin



Top left: Correctional Training and Rehabilitation Board Chair Jeff Macomber
Top right: Correctional Training and Rehabilitation Board Executive Officer Bill Davidson
Bottom left: Correctional Training and Rehabilitation Board Member Eddy Zheng
Bottom middle: Correctional Training and Rehabilitation Board Member Katherine Minnich
Bottom right: Correctional Training and Rehabilitation Board Member Kyle Patterson



Top left: Correctional Training and Rehabilitation Board Member Troy Vaughn
Top middle: Correctional Training and Rehabilitation Board Member Carlos Quant
Top right: Correctional Training and Rehabilitation Board Member Dawn Davison
Bottom left: Correctional Training and Rehabilitation Board Member Armond Aghakhanian
Bottom middle: Correctional Training and Rehabilitation Board Member Felipe Martin
Bottom right: Correctional Training and Rehabilitation Vice Chair Darshan Singh



Top: CALCTRA graduation at the California State Prison, Corcoran
Bottom: CALCTRA graduation at the California Institution for Men



Top: CALCTRA Commercial Diving program at the California Institution for Men
Bottom: CALCTRA Computer Coding program at San Quentin Rehabilitation Center

Financial Plan (In Thousands)	FY 2022-23 Audited Actuals	FY 2023-24 Audited Actuals	FY 2024-25 Approved Annual Plan	FY 2025-26 Approved Annual Plan
Revenues				
Manufacturing	\$94,814	\$102,303	\$85,440	\$90,700
Services	\$143,572	\$154,663	\$163,447	\$165,459
Agricultural	\$34,736	\$27,645	\$27,607	\$27,550
Total Revenue	\$273,122	\$284,611	\$276,494	\$283,709
Expenses				
Cost of Goods Sold				
Manufacturing	\$70,732	\$79,055	\$64,619	\$66,248
Services	\$116,833	\$123,309	\$132,867	\$136,022
Agricultural	\$31,597	\$23,660	\$22,716	\$21,827
Total Cost of Goods Sold	\$219,162	\$226,024	\$220,202	\$224,097
Gross Profit	\$53,960	\$58,587	\$56,292	\$59,612
Selling and Administration				
Central Office				
Prison Industry Board	\$60	\$124	\$230	\$230
Executive Management	\$926	\$1,230	\$1,102	\$1,228
Risk Management Division	\$0	\$0	\$0	\$3,223
Legal	\$1,032	\$1,162	\$1,356	\$1,343
External Affairs	\$548	\$531	\$592	\$570
Information Systems / Project Management	\$6,921	\$7,941	\$8,867	\$9,716
Operations Division	\$1,264	\$1,695	\$647	\$507
Marketing Division	\$7,788	\$7,257	\$7,817	\$6,391
Administration Division	\$4,768	\$4,603	\$4,546	\$4,533
Fiscal Services Division	\$4,599	\$4,664	\$5,960	\$5,289
Sub-total Central Office	\$27,906	\$29,207	\$31,117	\$33,030
Distribution/Transportation	\$18,201	18,255	\$16,818	\$16,675
Total Selling and Administration	\$46,107	\$47,462	\$47,935	\$49,705
Incarcerated Development Programs				
Workforce Development Management	\$475	\$540	\$713	\$805
Industry Employment Program	\$2,417	\$2,319	\$2,034	\$1,995
Joint Venture/Free Venture	\$1,069	\$1,102	\$1,185	\$1,221
Reimbursement	(\$1,195)	(\$1,035)	(\$1,035)	(\$1,035)
Career Technical Education	\$6,833	\$4,729	\$4,965	\$6,525
Reimbursement	(\$5,290)	(\$2,600)	(\$2,600)	(\$2,854)
Total Incarcerated Development Programs	\$4,309	\$5,055	\$5,262	\$6,657
Lump Sum Payouts	\$2,251	\$1,275	\$2,476	\$1,368
FEMA - Reimbursement	(\$92)	-	-	-
Grant	-	-	-	(\$150)
Operating Income/(Loss)	\$1,385	\$4,795	\$619	\$2,032
Non-Operating Revenues/(Expenses)	(\$574)	(\$2,562)	\$210	\$711
Net Gain/(Loss) [non-GAAP]	\$811	\$2,233	\$829	\$2,743
Unallocated Items				
Unallocated Personal Leave	(\$794)	\$1,898	-	-
Unallocated Workers' Compensation	\$371	\$912	-	-
Unallocated Other Post Employment Benefits ¹	(\$18,236)	(\$11,250)	-	-
Unallocated Pension	(\$608)	\$1,533	-	-
Total Unallocated Items	(\$19,267)	(\$6,907)	\$0	\$0
Net Gain/(Loss) [GAAP]	\$20,078	\$9,140	\$829	\$2,743

¹ On June 27, 2017, Assembly Bill No. 103, Sections 37 and 38 were approved by the Governor, pursuant to its authority, and Penal Code Sections 2801 and 2808 were amended. Pursuant to amendments, CALPIA is not required to fund its OPEB liability. During fiscal year 2018, the State implemented GASB 75. The adoption resulted in the elimination of Net OPEB Obligation under GASB 45 and introduced Net OPEB Liability in accordance with GASB 75.

Enterprise Overview

(In Thousands)

Approved

	Revenue	Cost of Goods Sold	Gross Profit (Loss)
Manufacturing			
Furniture	\$10,000	\$9,029	\$971
Metal Products	\$7,300	\$6,694	\$606
License Plates	\$21,500	\$9,089	\$12,411
General Fabrication	\$12,500	\$11,242	\$1,258
Bindery	\$1,200	\$1,176	\$24
Knitting Mill	\$1,300	\$1,199	\$101
Fabric Products	\$21,000	\$15,384	\$5,616
Shoes	\$5,000	\$3,694	\$1,306
Mattresses	\$3,100	\$2,417	\$683
Cleaning Products	\$7,300	\$5,032	\$2,268
Modular Construction	\$500	\$1,292	(\$792)
Sub-Total Manufacturing	\$90,700	\$66,248	\$24,452
Services			
Meat Cutting	\$11,785	\$10,665	\$1,120
Bakery	\$1,400	\$1,055	\$345
Coffee Roasting	\$1,780	\$1,663	\$117
Food & Beverage Packaging	\$26,500	\$21,863	\$4,637
Metal Signs	\$2,500	\$1,534	\$966
Printing	\$6,650	\$4,686	\$1,964
Dental Lab	\$775	\$670	\$105
Digital Services	\$800	\$475	\$325
Laundry	\$13,000	\$11,032	\$1,968
Optical	\$21,000	\$17,259	\$3,741
Construction Services & Facilities Maintenance	\$79,269	\$65,120	\$14,149
Sub-Total Services	\$165,459	\$136,022	\$29,437
Agricultural			
Dairy	\$13,200	\$10,676	\$2,524
Poultry	\$6,500	\$5,645	\$855
Egg Production	\$7,850	\$5,506	\$2,344
Sub-Total Agricultural	\$27,550	\$21,827	\$5,723
Total	\$283,709	\$224,097	\$59,612

Incarcerated Individual Assignments	FY 2025-26 Annual Plan			
	FY 2022-23 Actuals ¹	FY 2023-24 Actuals ¹	FY 2024-25 Actuals ¹	FY 2025-26 Approved Annual Plan
Manufacturing				
Furniture	287	300	274	321
Metal Products	214	219	216	261
License Plates	120	120	120	120
General Fabrication	122	126	121	132
Bindery	67	51	60	80
Knitting Mill	43	41	39	60
Fabric Products	884	916	837	1,079
Shoes	89	92	93	113
Mattress	33	33	29	35
Cleaning Products	40	40	33	50
Modular Construction	2	4	3	12
Sub-Total Manufacturing	1,901	1,942	1,825	2,263
Services				
Meatcutting	56	59	53	66
Bakery	46	43	40	60
Coffee Roasting	15	18	17	23
Food & Beverage Packaging	265	254	229	299
Metal Signs	32	32	30	40
Printing	82	82	77	99
Dental Lab	61	61	61	70
Digital Services	17	16	18	18
Laundry	504	474	470	540
Optical	233	273	320	365
Construction Services & Facilities Maintenance	1,005	978	992	1,215
Sub-Total Services	2,316	2,290	2,307	2,795
Agricultural				
Dairy	54	50	45	60
Crops	5	1	-	-
Poultry	48	47	37	57
Egg Production	14	15	9	20
Sub-Total Agricultural	121	113	91	137
Selling and Administration				
Statewide Administrative Support	138	137	126	228
On-Time Delivery	8	8	8	14
Central Office	5	-	9	13
Career Technical Education Programs	198	235	241	348
Sub-Total Selling and Administration	349	380	384	603
Total	4,687	4,725	4,607	5,798

¹ Actuals are based on the average filled assignments for the FY.

Incarcerated Individual Positions by Location

Average Monthly Filled Assignments

Institution	FY 2022-23 Actuals	FY 2023-24 Actuals	FY 2024-25 Actuals	FY 2025-26 Budget Annual Plan
Avenal State Prison	402	401	368	443
California City Correctional Facility	15	2	0	0
California Correctional Center	12	0	0	0
California Correctional Institution	197	193	187	253
California Institution for Men / On-Time Delivery (South)	167	124	160	225
California Institution for Women	108	122	131	174
California Men's Colony	376	354	317	490
California Rehabilitation Center	24	24	22	24
California State Prison, Lancaster	107	110	104	143
California State Prison, Sacramento	64	66	68	80
California State Prison, Solano / California Medical Facility	419	439	507	636
Calipatria State Prison	31	31	29	31
Centinela State Prison	99	100	98	101
Central California Women's Facility / Valley State Prison	296	316	349	405
Central Office	5	0	9	25
Chuckawalla Valley State Prison	47	40	1	0
Corcoran State Prison / Substance Abuse Treatment Facility / On-Time Delivery (Central)	337	320	286	394
Correctional Training Facility	382	406	391	427
Folsom State Prison	404	439	426	494
Folsom Women's Facility / On-Time Delivery (North)	8	0	0	0
High Desert State Prison	27	27	28	30
Ironwood State Prison	27	27	26	28
Kern Valley State Prison	26	23	23	35
Mule Creek State Prison	380	396	388	481
North Kern State Prison	26	27	25	28
Pelican Bay State Prison	81	84	85	91
Pleasant Valley State Prison	28	29	26	31
Richard J. Donovan Correctional Facility	167	158	161	206
Salinas Valley State Prison	58	59	47	94
San Quentin State Prison	149	156	124	156
Sierra Conservation Center	122	157	127	177
Wasco State Prison	96	95	94	96
TOTALS	4,687	4,725	4,607	5,798



CALCTRA Healthcare Facilities Maintenance program at R. J. Donovan Correctional Facility



Top: CALCTRA graduation participants at the Sierra Conservation Center
Bottom: CALCTRA graduation at the California Men's Colony

CALCTRA 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

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**
- 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 Service

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**
- Audio Video Production
- Computer Coding
- Pre-Apprentice Construction Labor
- **JV Program**
- TLM Works

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

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



Approved by the California Correctional Training and Rehabilitation Board
on December 16, 2025

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**CALIFORNIA CORRECTIONAL TRAINING AND
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