

BOARD MEETING
OF THE
CALIFORNIA PRISION INDUSTRY AUTHORITY

Held in person and via Zoom

CALIFORNIA PRISON INDUSTRY AUTHORITY
California PIA Showroom
2125 19th Street
Sacramento, California 95818

TUESDAY OCTOBER 01, 2024

10:02 AM

Transcribed By:
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APPEARANCES

Board Members (*present via teleconference)

Jeff Macomber, Chair
Darshan Singh, Vice-Chair*
Dawn Davison
Micheal Lopez*
Kyle Patterson*
Carlos Quant
Troy Vaughn*
Eddy Zheng*

Staff Present

Rust Bechtold, Assistant General Manager, Workforce
Development Branch
William Davidson, General Manager
Suzie Changus, Chief Assistant General Manager
Ray Meek, Assistant General Manager

Public Comment

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

2 (October 01, 2024) (10:02 AM)

3

4 CHAIR JEFF MACOMBER: Good morning, everybody.
5 We're going to call this meeting of the Prison Industry
6 Board to order at 10:02 a.m. I'd also like to note this
7 meeting is being held at a publicly noticed location. We
8 will begin by asking the Board Secretary to please call
9 the roll.

10

11 SECRETARY MELINDA MARION: All right. Good
12 morning, everyone. Um, Chair Jeff Macomber.

13 CHAIR JEFF MACOMBER: Here.

14 SECRETARY MELINDA MARION: Vice Chair Dar Singh.
15 I see him on there. Hi, Dar. Um, Member Armond Aghakhanian.
16 Member Dawn Davison?

17 MEMBER DAWN DAVISON: Here.

18 SECRETARY MELINDA MARION: Member Michael Lopez?

19 MEMBER MICHAEL LOPEZ: Here.

20 SECRETARY MELINDA MARION: Member Felipe Martin?
21 Member Katherine Minnich? Member Kyle Patterson?

22 MEMBER KYLE PATTERSON: Here, present.

23 SECRETARY MELINDA MARION: Member Carlos Quant?

24 MEMBER CARLOS QUANT: Here.

25 SECRETARY MELINDA MARION: Member Troy Vaughn?

26 MEMBER TROY VAUGHN: Here.

1 SECRETARY MELINDA MARION: And Member Eddy Zheng?

2 MEMBER EDDY ZHENG: Yep. Present.

3 SECRETARY MELINDA MARION: Okay. Let the record
4 show that we have a quorum of seven members.

5

6 CHAIR JEFF MACOMBER: Uh, welcome Board members
7 and attendees, and thank you for being here today for
8 today's Prison Industry Board Meeting. I would like to
9 note that this Board meeting is being conducted both in
10 person here at the CALPIA showroom and via teleconference
11 pursuant to the provisions outlined in Senate Bill 544.
12 If any member of the public would like to comment, please
13 fill out a speaker request form and hand it to the Board
14 Secretary. For any members of the public who are on the
15 line right now who would like to comment, we will give out
16 further instructions on how to raise your hand and let the
17 organizer know you would like to speak. I would request
18 everyone announce their full name and affiliation
19 [inaudable], before speaking so there is no confusion.
20 Each speaker will be limited to two minutes for public
21 comment. And I'd like to open up the floor, for any open
22 remarks from Board members.

23 SECRETARY MELINDA MARION: And excuse me real
24 quick, um, I made a mistake, but let the record show we
25 have a quorum of eight members.

1 CHAIR JEFF MACOMBER: Okay. Would any Board
2 members like to share any opening comments?

3 MEMBER DAWN DAVISON: I have a question, if I'm-
4 if I might. Could you go over what Senate Bill 544 is
5 again? Um, because I- I was mistaken. I thought we had to
6 have six present, or eight, or what- what is it again? How
7 many have to be here?

8 GENERAL MANAGER WILLIAM DAVIDSON: So to- we have
9 to have a majority physically present, which we have two
10 members who are not able to make it today, so that would
11 be five physically present, and actually one who is not
12 here yet, but also it allows for a reasonable accommodation
13 if somebody is participating virtually through a
14 reasonable accommodation. Their remote participation does
15 count as an in-person attendee, and so we have one of our
16 members who meets that requirement, so with that, we have
17 four who count as physically present, four of the eight
18 currently there. Mr. Martin has confirmed that he will be
19 here, so I just imagine he's running late, so with his
20 attendance here, we will be in good standing. If I may, I
21 do appreciate you bringing that- that point up and I just
22 think it's important for everybody to be aware and- and
23 cognizant of that requirement. It's- it's not as it was,
24 you know, in the early days of COVID where everybody could
25 participate remotely and we could have a legitimate

1 meeting with everybody's remote participation. We do need
2 to have the majority present. So, you know, as we continue
3 with- with future meetings, I just- encourage everybody to
4 do all that you can to - to make the effort to be here,
5 and physically present.

6 MEMBER DAWN DAVISON: And this is the first time
7 I'm hearing about a reasonable accommodation.

8 GENERAL MANAGER WILLIAM DAVIDSON: Yeah, that is
9 part of the-

10 MEMBER DAWN DAVISON: What, uh, constitutes a
11 reasonable accommodation?

12 GENERAL MANAGER WILLIAM DAVIDSON: It's primarily
13 health issues.

14 MEMBER DAWN DAVISON: Health issues. Okay. Thank
15 you.

16 CHAIR JEFF MACOMBER: You bet. So, to Dawn's
17 point, we don't have a quorum yet. We expect to once Felipe
18 gets here.

19 MEMBER DAWN DAVISON: Okay.

20 GENERAL MANAGER WILLIAM DAVIDSON: Correct.
21 Correct. Okay.

22 GENERAL MANAGER WILLIAM DAVIDSON: Yep, we're at
23 a 50-50.

24 MEMBER TROY VAUGHN: I just want to make sure
25 that the Board still- I've already spoke to Bill, I'm- I'm

1 still dealing with stuff here on personal health matters
2 that the Board is- the Board Chair is aware of, and, uh,
3 and Bill is aware of, so I- I see- I see myself as there,
4 but, I'm underneath the reasonable accommodations piece.

5 MEMBER DAWN DAVISON: Oh, Troy, I didn't mean for
6 you to share anything personal.

7 MEMBER TROY VAUGHN: I'm not getting personal. I
8 just want to make sure that, you know, I don't know,
9 because he said one person. I didn't know who that one
10 person was, but I wanted to make sure that I'm on record.

11 GENERAL MANAGER WILLIAM DAVIDSON: Well, Troy, if
12 that situation still applies with you, that would- you
13 would be a second person at that reasonable accommodation.

14 MEMBER TROY VAUGHN: Right. That's where I raised
15 it. I didn't- because it's still applicable, so...

16 MEMBER DAWN DAVISON: No, the reason I asked was
17 because when Bill first, um, asked the question if anybody
18 else was going to be- could make the meeting, and then I
19 didn't know what the response was. I reached out to Melinda
20 and said, is the meeting still on? So that's why I just
21 wanted an explanation. As to what- who exactly needed to
22 show up.

23 MEMBER TROY VAUGHN: No, I- no, I appreciate,
24 Dawn, you raising it, but I just- I realized I didn't
25 respond to that email. Um, I assumed that I- that was still

1 known, but since you raised it, I thought I would put it
2 on record.

3 MEMBER DAWN DAVISON: Thank you.

4 GENERAL MANAGER WILLIAM DAVIDSON: Troy and the
5 other individuals, that would be fine.

6 CHAIR JEFF MACOMBER: You know, verbal
7 notification is sufficient under the bill. Right. So with
8 that, we have a quorum of five members.

9 GENERAL MANAGER WILLIAM DAVIDSON: That's
10 correct.

11 MEMBER TROY VAUGHN: Correct. That's why I wanted
12 to raise it.

13 GENERAL MANAGER WILLIAM DAVIDSON: Okay.

14 MEMBER DAWN DAVISON: Thank you.

15 CHAIR JEFF MACOMBER: Um, any other Board members
16 have any opening comments?

17 MEMBER TROY VAUGHN: I just wanted to say I
18 attended my first graduation that was in my backyard. So,
19 it allowed me to go and, um, I- I just, my heart, you know,
20 was just overwhelmed by the women and, um, at the facility
21 and all the great work that we do. It made me even more
22 proud to be a part of this work. So, if anyone hasn't ever
23 attended the graduation, I want to encourage them to do
24 so because it was amazing. Kyle was there as well, at the
25 graduation. And, um, for me, it was a great experience.

1 CHAIR JEFF MACOMBER: Thank you, Troy.

2 MEMBER KYLE PATTERSON: Uh, good morning, Board
3 Members, Executive staff. Just wanted to say good morning
4 to everybody, and, um, yeah, those events are always good.
5 I'm glad that I was able to attend. Thank you all for
6 having me. Um, you know, we'll continue to do the work.
7 We did connect with, um, uh, Director Jason, for parole,
8 mostly it's Jason Johnson. So, he actually came through,
9 did a tour of our training facility here in South Los
10 Angeles. And, um, he's working with us right now to connect
11 folks at the parole offices locally to where when
12 somebody's coming home, they can kind of be that pipeline
13 that got them in the direction. So, to an apprenticeship
14 program. So, thank you again. Look forward to seeing you
15 all soon.

16 CHAIR JEFF MACOMBER: Thank you, Kyle. Seeing no
17 further comments, we will now move on to the General
18 Manager's comments, Mr. Davidson.

19

20 GENERAL MANAGER WILLIAM DAVIDSON: Uh, good
21 morning, Chair Macomber and Board Members. It's great to
22 be here with you today and hard to believe we're already
23 in the final months of this year. It's really been an
24 excellent year for CALPIA, and we've achieved some
25 important goals and we started the efforts on several other

1 key initiatives and projects that we keep the great
2 rehabilitative work that we do moving forward. And I just
3 want to take a few moments to update you on a few things
4 that, um, accomplishments that we've had since we last
5 met. First, I want to share with you that on August 1st,
6 we launched the first session of our Executive Leadership
7 Academy, or what we call our ELA. And this was a few years
8 in the concept and development stages, originating from
9 the 2022 engagement survey and strategic business planning
10 sessions, which showed that employees- our employees want
11 training and career advancement preparation. And it's also
12 in support of CALPIA taking a comprehensive approach to
13 workforce and succession planning. Our ELA is an intensive
14 six-month program to further develop our emerging agency
15 leaders. And participants received individual coaching,
16 presentations from the Executive team, and opportunities
17 to drive change within the department. This initial cohort
18 consists of 16 individuals representing each of the
19 divisions within the organization. They had to apply and
20 meet certain prerequisite requirements to be accepted into
21 the program. The first session, held at the beginning of
22 August, focused on creative conflict, and participants
23 each identified real-life risks facing CALPIA and began
24 as teams of four to draft research and issue papers, which
25 will receive feedback and edits throughout the course of

1 the ELA. And each team is being mentored and coached by a
2 member of the Executive team. Session two, held four weeks
3 later, focused on social capital and contained a, what we
4 called a 360 LPI, or a leadership practices inventory
5 evaluation. And that's where each participant reached out
6 to their supervisor or former supervisor, or colleagues
7 or those who worked for them and had them fill out an
8 evaluation on their performance as a leader. And it had
9 an open forum discussion afterwards. Also covered in this
10 session were the topics of CALPIA vision and making team
11 goals that align, and included this discussion panel with
12 Tommy DeLuna, who's a CALPIA success story, someone who
13 was formerly incarcerated and went through our program,
14 and other CALPIA representatives. The third session will
15 be held this Thursday and will focus on thinking is
16 physical. That's the topic, thinking is physical. And
17 specific topics for this session include work-life balance
18 and problem solving and decision making. And then three
19 additional sessions will be held with the final one being
20 held in January. The feedback has been gathered and has
21 been generally very favorable. And some of the initial
22 feedback highlights have been participants appreciate the
23 open forum and the ability to discuss real-time issues
24 questions and to provide each other with strong
25 constructive criticism. They also expressed not realizing

1 they didn't know what they didn't know. The students were
2 also very impressed with Mr. DeLuna and acknowledged the
3 need to seek out more understanding from their workforce
4 and to seek out the successes. They were also able to
5 reflect on the evaluations of their colleagues and staff
6 in the 360 evaluation, and the real-life exercise in the
7 resources portion was eye-opening for the whole group. I
8 just want to express my appreciation to Debi- Debi Kamakani
9 and our Staff Development team for the excellent work that
10 they did in developing this program and implementing it.
11 It was a huge effort for them to do this as they built the
12 outline and curriculum themselves, building upon best
13 practices from other organizations who successfully
14 conducted similar programs. I was able to attend much of
15 the first session, and I'm highly impressed with those who
16 are in the program and on their level of engagement and
17 commitment. It was- it was just- we had it here in this
18 room, and just the level of involvement was very
19 impressive. And this is a key part of our succession
20 planning, and we look forward to further refining and
21 moving this program forward.

22 MEMBER DAWN DAVISON: Can I ask you a question?

23 GENERAL MANAGER WILLIAM DAVIDSON: Absolutely.

24 MEMBER DAWN DAVISON: How far down in the
25 organization did you go?

1 GENERAL MANAGER WILLIAM DAVIDSON: So, that-
2 that's a great question. So, again, this one is focused
3 on the Executive Leadership Academy. And so it was SSM 2s
4 or 2s-

5 DEBI KAMAKANI: In the factory level, we were ga-
6 we were gearing for Superintendent 2 - that supervisory
7 level and above. And then in the administrative side, we
8 were looking at SSM 2's and above. Um, they had to have
9 completed probation and had received at least one
10 performance evaluation thereafter to show that they're on
11 the right track. And I think it's key to point out, too,
12 in the room, there's no titles and levels. We set that
13 tone right away so that the Superintendent 2's, that's in
14 the class didn't feel overshadowed by Administrators, um,
15 or higher-level staff. So we throw all titles out the door
16 when they walk in that morning.

17 GENERAL MANAGER WILLIAM DAVIDSON: And the thing
18 that was neat, too, is that each of the divisions had at
19 least one representative or one participant in the
20 program. So, it wasn't, you know, all Operations, or all
21 Administration involved, it was, it's a very, very good
22 mix, it was very broad.

23 DEBI KAMAKANI: And the groups they've been split
24 into have been separated so that they're not all leaned
25 one way operationally or divisionally as well. It's a nice

1 mix so that they're getting more well-rounded thoughts
2 from each other.

3 MEMBER DAWN DAVISON: That's excellent.

4 GENERAL MANAGER WILLIAM DAVIDSON: So, the next
5 thing I just want to provide an update, and I really, I
6 don't want to take from Rusty what he's going to share in
7 a, in a little bit. But I do want to just comment a moment
8 on the progress of the Entry to Employment program (E2E).
9 I want to take a moment to acknowledge just how excited I
10 am to see the program continue to roll out to more
11 institutions and the growing number of successes that we
12 are seeing of individuals who are applying. And now we're
13 seeing them not just apply but also interview for positions
14 and even be offered jobs that they're going home to. So,
15 some of these individuals are walking out of the gate with
16 a job that they're starting within a couple of days of
17 returning home. And even for those who take advantage of
18 the program and don't have a solid job offer when they
19 leave, they're still able to continue with the work that
20 they put into the CalJobs job search and lead with the
21 experience and know-how to continue in their pursuit of
22 meaningful employment. This is truly a special program and
23 one that will continue to be the culmination of our job
24 training, career development, and rehabilitation efforts.
25 Again, Rusty's going to share some more detail specifics

1 on that, but it's just exciting to see this program
2 continue to evolve and- and progress and- and great things
3 are happening with it. And then I want to just take a
4 moment, too, and give a special thanks to Board Member
5 Davison, and this is not a moment of pandering to- to Ms.
6 Davison, but I- I do want to thank her and truly appreciate
7 Dawn's continued focus and attention on circumstances that
8 she sees that may be opportunities for us. And as she's
9 out and about, she oftentimes sends me emails about things
10 that she sees and- and opportunities that we have.

11 MEMBER DAWN DAVIDSON: That I bug you.

12 GENERAL MANAGER WILLIAM DAVIDSON: What's that?

13 MEMBER DAWN DAVIDSON: That I bug you.

14 GENERAL MANAGER WILLIAM DAVIDSON: You do not bug
15 me. It's- I- I truly appreciate it. And I just want to
16 share one example. This is a little while back, she just
17 let me know about an increased number of incarcerated
18 individuals at Folsom who may be available to work in our
19 central office. And as I think everybody knows, um, when
20 we had the Folsom Women's Facility, we had female
21 incarcerated workers who worked at- at central office.
22 With the closure of the, um, Folsom Women's Facility,
23 obviously, those opportunities went away, and we have not
24 had incarcerated workers at central office for a little
25 while now. And after having the conversation with Dawn and

1 some work by our Workforce Development Coordinators and
2 some other folks, we've been working with the institution
3 and we have 25 positions, about 25 positions at central
4 office that we are in the process of establishing those
5 positions in SOMS, going through building our- our list
6 of individuals and our- right now it looks like about this
7 time next month, right at the beginning of November, we
8 will have incarcerated workers from Folsom back working
9 at central office. And we're- we're quite excited about
10 that. It's primarily administrative and clerical positions
11 and a few janitorial or custodian positions, um, but it's
12 just very exciting to be able to bring that back and have
13 that open. So, I appreciate that. And then, lastly, I-
14 I've asked Suzie, and we talk often in these meetings about
15 the progress of our implementation of our SAGE project,
16 which is the replacement of our enterprise resource
17 planning, our ERP system. And, um, I've asked Suzie to
18 kind of give an update and- and just inform folks on where
19 we are in that effort.

20 SUZIE CHANGUS: Thanks, Bill. Good morning, Chair
21 Macomber, Members of the Board. Um, I'm excited to be
22 sharing an update with you today as we are just actually
23 a few hours into another go-live for our ERP tool, SAGE
24 X3. It, of course, comes with its hiccups because
25 technology issues across the state are making it a

1 challenge and, of course, it would not be a software
2 implementation project without that, so to be expected,
3 but our teams are diligent in working through those pieces.
4 Um, since our last update in March, we have successfully
5 deployed SAGE at Folsom State Prison, CSP Sacramento, our
6 central office, and half of the Mule Creek Enterprises.
7 And today, of course, marks another significant
8 deployment. We're bringing SAGE into five more
9 institutions and completing the rollout of Mule Creek. Our
10 other institutions are Corcoran State Prison, the
11 Substance Abuse Treatment Facility, SATF, California
12 Institution for Men and Women, CIM and CIW, and the
13 California Rehabilitation Center, CRC. Today's also
14 significant as we're bringing, uh, the first half of our
15 food and beverage-related enterprises online, and they're
16 very production-critical lines of business, so it's- it
17 was a big deal. We spent a little extra time planning
18 through getting these enterprises up and ready and solid,
19 so, our first half go-live today, and our second half go-
20 live in April on that. We spent a lot of time and effort
21 working through the continually shifting structure of this
22 project to ensure we're implementing the lessons learned
23 along the way. As we continue to discover more effective
24 and streamlined ways of reaching success, the team quickly
25 integrates those pieces into the project, and I do mean

1 quickly, like, in a moment's notice, they are shifting.
2 Um, we have focused heavily on the training and testing
3 aspects recently and have had the opportunity to bring
4 users from the current deployment locations, all five that
5 we mentioned, and Mule Creek as well, up to the Green
6 Valley Training Center in Folsom to conduct in-person
7 activities so that we can actually sit side by side with
8 them, make sure they understand the application, make sure
9 they're getting the help that they need. We've also
10 developed a pretty strong support structure for pre-
11 deployment, go-live, and post-deployment so that users
12 have something sustainable that we can continue once this
13 project is over. Following today's successful go-lives are
14 three additional multi-institutional implementations
15 occurring in December, February, and April. And that is
16 true of all of our implementations going forward. Today
17 is our first multi- multi-institution. We have gone multi-
18 enterprise. This is our first multi-institution. So,
19 we're, we will learn rapidly, you know, how that goes and
20 what we need to do to support the next three. Um, and then
21 we, based on the last rollout of being in spring of 2025,
22 we will pause any non-credible development so that we can
23 sunset that legacy application and make sure that we have
24 that closed out by the end of the fiscal year. So, when
25 we update you again at this time next year, we will no

1 longer be an agency with a green screen. So that's pretty
2 exciting for our users. I- if I had time to name and thank
3 everyone, I would, but there are people dedicating so much
4 of their energy to the success of this project. What I can
5 say about this team as a whole is that they are very
6 outcome driven. Tirelessly committed, and no, I can't
7 emphasize that enough, and highly adaptable, as I
8 mentioned. Um, the speed in which they've been able to
9 pivot while maintaining productivity has been nothing
10 short of a marvel to watch and experience. I have total
11 confidence in our ability to replace the legacy ERP fully
12 on time and budget and complete the role out of SAGE to
13 bring folks a modern user interface that is much more
14 scalable than our current application and that I
15 anticipate taking us into many, many years into the future.
16 So it's, it's been an exciting project. I think we have a
17 mantra that Natalie can, uh, speak to this on "Sage is
18 Life" and we continue to bring people into the Sage is
19 Life mantra. And I think when this project is over, people
20 are going to be looking for like, wait, where is it? So
21 people are very invested, very engaged. Um, the progress
22 and speed is impressive. And we have such a breadth of
23 learning happening from our consulting team out to our
24 users, the people that are really starting to understand
25 how this application affects more than just what we key,

1 how it affects the entire agency, and how we do business.
2 So, um, it's exciting to watch. So, it'd be fun to give
3 you an update once we hit probably a couple of Board
4 meetings from now and are nearly at the end of going live.
5 So.

6 GENERAL MANAGER WILLIAM DAVIDSON: Great. And I
7 just want to just add, you know, Suzie talked about the
8 great work of individuals working on this. We made a
9 conscious decision at the onset of this project not to
10 spend the money to bring in outside consultants to
11 implement and do this program, that we would redirect
12 resources within the organization to do this. Um, and it
13 was twofold. One, a cost-saving piece, first and foremost,
14 but also by us doing that implementation, our knowledge
15 of the system internally would be greatly enhanced. I think
16 that some that may not like that decision because of- but
17 I think that they're on board now and just doing a
18 fantastic job with that. And I think that it's going to
19 lay the groundwork for the long-term sustainability and
20 viability of this project. And they have been just
21 incredibly committed, and the commitment from others
22 within the organization to allow them that- to dedicate
23 their time to that, and make up the back end of their other
24 real- you know, full-time jobs has been- been great, so
25 just great work by all of us on this effort.

1 SUZIE CHANGUS: Yeah, it's been nice to have the
2 investment, and people are really getting to add their two
3 cents, too, as we develop, which is great, because
4 everybody knows their job better than we do, so it's great
5 to get that sort of input and make sure the system is
6 suitable for everyone that's going to use it, so.

7 MEMBER DAWN DAVISON: Can I ask the question? So
8 when you say that you went live, let's say, in Folsom,
9 what does that mean to the people in Folsom?

10 SUZIE CHANGUS: So, for them, that was our shift
11 over to them operating all of their business from a
12 technology perspective and the former ERP to moving over
13 to all of their transactions, all of their work, work
14 orders, all of the actual pieces that go into running that
15 enterprise in the new application. So it's- for them, it's
16 a true cut over date. For the most part, they do not still
17 do things in the old application. They kind of have, like,
18 dropped a date to start right fresh on a specific date,
19 so. Folsom was a very iterative one enterprise or a couple
20 of enterprises at a time so that we could learn and make
21 sure that users were adopting well, make sure that we were
22 supporting well, make sure that our structure was in place
23 to get them from A to Z. But they really essentially step
24 away from the old application entirely. It's been
25 interesting because we still are, of course, running both

1 applications, and we'll do so until the end of the fiscal
2 year. So, we've got teams doing some work in both, but for
3 the most part, when an institution goes live and the
4 enterprise goes live, they are essentially stepping into
5 the new application that day, and for the most part, not
6 looking back. So it's a- it's a true cutover for them. For
7 us, it's a- a juggle until we no longer have to juggle.
8 Yeah.

9 MEMBER DAWN DAVISON: Okay, that- no, okay, maybe
10 it's just me. Does that- that- does that mean they- it
11 must've- when technology or they do-

12 SUZIE CHANGUS: Sure. So some things that are new
13 in this one. So formerly it was, they had a green screen
14 and key and entries and orders and things like that on-
15 in the green screen, you know, tab, no mouse, the whole-
16 the whole piece. Um, that data would of course flow through
17 our central office, um, and all of that. And I'm not going
18 to pretend like I know all of the process flow because I
19 certainly don't. But we- they would retain support from
20 central office using the same application. What it means
21 now is that they are logging into an entirely different
22 application that looks very much like many web-based
23 applications, things that are accustomed to seeing in- in
24 any sort of industry these days, but they're actually
25 keying and entering that same type of data. Sometimes we

1 actually have a place where there's more data, different
2 entry, looks a little bit different, of course, because
3 no applications are the same. But, the other things that
4 they have at their fingertips now is they have barcoding
5 technology in many places where they're able to have some
6 of those manual entry processes be automated. Yeah. And
7 then some of that kind of broader data flow and higher
8 visibility to things like inventory and things that are
9 going on on the floors is coming back into that new
10 application so that central office and other divisions are
11 helping. We can actually see more data and support more
12 data and then make better business decisions based on
13 what's happening really starting out in those enterprises.

14 MEMBER DAWN DAVISON: Real-time.

15 SUZIE CHANGUS: Yeah, exactly.

16 MEMBER DAWN DAVISON: Real-time.

17 SUZIE CHANGUS: Yeah, it's very close. I'm
18 looking very close, but that is- it is notably, um, more
19 efficient, on point, today's data, all of that.

20 MEMBER DAWN DAVISON: And that's going to help
21 with the budget.

22 SUZIE CHANGUS: With every- yeah.

23 MEMBER DAWN DAVISON: Yeah.

24 GENERAL MANAGER WILLIAM DAVIDSON: So, it may
25 have been the very first day when I started as the CFO

1 here at PIA, Natalie McCorkle told me, she said, we need
2 barcoding that's just-

3 MEMBER DAWN DAVISON: and that's a key piece of
4 it, [crosstalk]

5 GENERAL MANAGER WILLIAM DAVIDSON: [crosstalk],
6 Our manual tracking of inventory- it's just we got to get
7 to barcoding to get this accurate, and better. And that
8 is a key piece of it, and I don't mean to be redundant - I
9 mean, for us as an organization and for our, you know,
10 the- our data and the reliability and validity of our data,
11 it's huge. And it- and this is just a huge upgrade in step.
12 But perhaps more importantly, again, the incarcerated
13 folks, the system that they're working with is a system
14 that they would be working with when they go home and go
15 to a job. Similar type of work. It's just- it will be a-
16 it is a same system that they will be using there, as
17 opposed to what they have been using, which is just
18 incredibly antiquated, and from a job training
19 perspective.

20 MEMBER DAWN DAVISON: So, it's a learning tool.

21 GENERAL MANAGER WILLIAM DAVIDSON: Hugely.

22 MEMBER DAWN DAVISON: Yep. Thank you.

23 GENERAL MANAGER WILLIAM DAVIDSON: So finally,
24 just the last thing that I wanted to share, and I've done
25 this the last couple of Board meetings, and we'll probably

1 continue to do this, but I want to just take a moment and
2 share a new story that ran, um, about a month and a half
3 ago. And I know Michele shared it with everybody, but I
4 think it's important, again, that we just take a moment
5 and view this. And this is a story that was done by KABC
6 down in Southern California. And Mr. Vaughn, at the
7 beginning of the meeting, in his comments, talked about
8 the graduation at CIW. And this is a story that the station
9 down there ran on that graduation. And I do want to thank-
10 we actually had three board members present at that
11 graduation. Mr. Vaughn, Mr. Patterson, and Ms. Minnich
12 were all three there. And in my 14 years as a- either a
13 Board member or working for CALPIA, I believe that's the
14 first graduation I've attended where we had three board
15 members, over a quarter of our board, present for that
16 graduation. And just to see and feel their support was-
17 was huge. And- and again, just watching this video, showing
18 the true purpose and mission as an organization. So it's
19 a pretty short clip, but I- I just want to take a moment
20 and- and view that.

21

22 [VIDEO PLAYS]

23

24 GENERAL MANAGER WILLIAM DAVIDSON: Yeah, it's
25 just, again, a great event, great coverage, and having

1 Vera, Amalia, and Sophia, we got three of our success
2 stories there who spoke to the women and shared their
3 experience and their story was just a great event, and
4 again, always a good reminder of truly, truly why we do
5 what we do. So, that's what I wanted to share this morning.
6 Questions?

7 CHAIR JEFF MACOMBER: Uh, thank you, Bill. We'll
8 now move on to information item A, which is the update on
9 the name change from CALPIA to California Correctional
10 Training and Rehabilitation Authority.

11

12 GENERAL MANAGER WILLIAM DAVIDSON: I am excited
13 to share with you an update on where we are with the effort
14 to change the names of the California Prison Industry, or
15 CALPIA, to, as Secretary Macomber said, the California
16 Correctional Training and Rehabilitation Authority. It
17 does roll a little easier. CALCTRA, that's the acronym
18 that we've come up with, is CALCTRA. As I think we all
19 know, the Board approved this action last year, and
20 subsequent to the Board's support and approval, we
21 prepared and submitted a governor's office action request
22 to ensure the administration was also in support moving
23 in this direction. We received approval from the
24 Governor's office earlier this year with an approved
25 effective date of January 1st, 2026. We've been moving

1 forward as aggressively as we reasonably can to be ready
2 for this January 1, 2026, date. And we've established this
3 as a department-wide project being managed by our project
4 management office. And I do want to just give some credit
5 to our PMO office. They are fantastic, and they do an
6 outstanding job. We have quite a few projects that we run
7 in PIA, and every project, whether big or small, we run
8 through the PMO office, and they do a fantastic job just
9 keeping things on track, making sure that we don't, you
10 know, miss things that- that we need to, and again, I- we
11 couldn't be as effective as we are with these projects
12 without their great work. So they- they do do a fantastic
13 job. And some of the key activities that they were focused
14 on include the following. And the first and I think most
15 key important piece is the legislation. We know that there
16 will be statutory change required to make this name change.
17 And to not only change the name of CALPIA, but also to
18 amend statute that refers to the Prison Industry Board.
19 The Prison Industry revolving fund. Those obviously will
20 need to be updated as well. And to that end, we've been
21 working with the legislative office at CDCR to prepare a
22 legislative concept to move this appropriately through the
23 legislative process. Now, I don't imagine that this will
24 necessarily be a standalone bill, but we'll continue to
25 work closely with CDCR's ledge office to either package

1 it with another piece of legislation or perhaps include
2 it with the corrections omnibus bill, whatever the
3 appropriate way to move that legislation through, but we
4 are actively working on that through this legislative
5 cycle. And this is the highest priority effort for this
6 project, as nothing will ultimately be able to be effective
7 or move forward without the legislation in place. Also,
8 the IT or the information technology component of this is
9 huge. And we know that our online presence will need to
10 be updated and changed, ready to reflect the new name on
11 January 1, 2026, and Danny, our Chief Information Officer
12 and his team have been very methodically going through,
13 and I- I'm not going to pretend like I'm an IT expert or
14 know or fully understand all of the things that they need
15 to do, but I know that there's a significant list, domain
16 names, certifications, information security, um, updating
17 information in SOMS, all of these different areas. that
18 will need to be done in place over the next 15 months.
19 They are actively working on the IT component of it.
20 Updating our signage and our visible messaging is a key
21 piece as well. And I will tell you that my goal, my
22 commitment with this change is to mitigate the financial
23 impact and keep costs to a minimum. And to help achieve
24 that, we are identifying all of the signage and other
25 messaging that currently identifies us as CALPIA, and

1 we're prioritizing what is necessary to be changed
2 effective January 1, 2026, and what can be changed and
3 updated at future dates through a normal, natural refresh
4 cycle. And what that means is that on January 1, 2026,
5 there will likely still be many signs and clothing, and
6 when I say clothing, you know, if you see our HFM workers,
7 they have HFM shirts, they have CALPIA HFM, there are other
8 CALPIA shirts and clothing out there, that's not all going
9 to be automatically switched over on that date. It'll-
10 again, those things will be done as replacements are
11 needed. But beginning on that date, any new clothing that
12 is issued or any new signage or branding that is done will
13 be made using the new CALCTRA name. As I mentioned, we'll
14 be identifying those changes that need to be made to be
15 sure that all of that is ready to go on that date. And
16 then communications, and this is a critical function.
17 We're developing a communications plan, and this is not
18 just a large challenge in undertaking the communication
19 piece, but it's really, perhaps more importantly, a great
20 opportunity for us. This name change is much more than
21 simply rebranding ourselves. It's about focusing on and
22 emphasizing what our core mission truly is. As we make
23 this change, we have a great opportunity to educate our
24 partners, customers, stakeholders, legislators, and others
25 with whom we do or with whom we should do business,

1 associate or understand who we are and what we do in
2 helping incarcerated men and women receive that valuable
3 job training, experience, career development, and aid in
4 finding gainful, meaningful employment so that they can
5 succeed when they return home. This outreach and education
6 is and will continue to be a key focus as we communicate
7 this change over the next 15 months and in the time even
8 beyond that. And finally, consistency in our communication
9 and messaging is important to us. In order to facilitate
10 that consistency, Ray Meek and his Sales and Marketing
11 team have worked to develop the style guide that I've been
12 very impressed with. And I asked Ray to take a few minutes
13 this morning to share with you what they developed and how
14 we will be utilizing

15 RAY MEEK: I'm gonna line it up on the screen
16 here. Uh, good morning, Chair Macomber and Board Members.
17 This is the CALCTRA brand and style guide. Uh, and this
18 is a digital version, so it's not exactly what we will
19 publish, but I just wanted to acknowledge the work that
20 went into this from my promotions and graphic design team.
21 The purpose of the style guide is to make sure that we
22 have a roadmap going forward for all the changes that are
23 gonna be occurring, as well as consistency in our messaging
24 and our branding. So, the style guide would contain, um,
25 basically a table of contents talking about the

1 introduction, the brand assets, and the asset usage. Um,
2 in the introduction, who we are, talks about our mission,
3 vision, and goals, as well as our brand representation.
4 We've created, um, what we refer to as primary logos. So,
5 these would be the CALCTRA, with either the full name or
6 the tagline, included with this would be the icon. Um,
7 we've established colors that we will get to, but basically
8 we have the red is the, um, official. We have a white for
9 use in situations where we need that. And then we also
10 have grayscale. The brand guide also includes, as you can
11 see over on the right-hand side, a usage guide. So, I just
12 want to make sure that folks who aren't familiar with a
13 stan- uh, branded style guide, this is really for graphic
14 designer use. So, it's created not only for internal but
15 external use. So, if we have any external vendors who would
16 be doing any work for us, they would be given the style
17 guide and, the- the logo usage, is included. Um, as well
18 as the primary logos, we've also established secondary
19 logos. These would be the CALCTRA with the tagline and
20 then just CALCTRA by itself. Again, um, this kind of
21 mirrors our current CALPIA logo. Um, and we also have the,
22 usage as when all these would be applicable for use.

23 MEMBER DAWN DAVISON: Ray? Can you go back to the
24 other one? What- I was trying to read what the- the, um,
25 the- the person in the- Can you read what the-

1 RAY MEEK: So the pri- the primary one?

2 MEMBER DAWN DAVISON: Yeah, the- I'm reading the
3 lo- the primary logo features the-

4 RAY MEEK: So it- it- it features the the CALCTRA
5 logo or- or abbreviation, right, with the- with either the
6 tagline or the full name under it.

7 MEMBER DAWN DAVISON: No, no, the little-

8 RAY MEEK: The icon? Yeah.

9 MEMBER DAWN DAVISON: Yeah.

10 RAY MEEK: Yeah, so- so the icon basically is,
11 um- Represents. Represents someone coming out of an
12 institution and going back to the community. Coming out
13 without bars.

14 MEMBER DAWN DAVISON: The bottom kind of looks
15 like a house.

16 RAY MEEK: Yeah, so the bottom is kind of like a
17 house.

18 MEMBER DAWN DAVISON: Oh, okay.

19 RAY MEEK: And that was the logo that was approved
20 through the governor's office.

21 MEMBER DAWN DAVISON: The doorway behind casts
22 shadow on the lower portion of the silhouette of
23 California. Okay.

24 RAY MEEK: I was just trying to read this. Oh.
25 Yeah. It might be a little easier for you.

1 MEMBER DAWN DAVISON: Okay.

2 RAY MEEK: So it's the, it's an individual coming
3 out with the, with a shadow.

4 MEMBER DAWN DAVISON: Gotcha. Hello. Thank you.

5 RAY MEEK: So, our secondary logos, what we've
6 also done is we've incorporated enterprise logos. Um, so
7 we've got a primary and a secondary logo for all of our
8 enterprises, whether that be Healthcare Facilities
9 Maintenance, the Industry Employment Program, um, these
10 are six examples. And we have two of them because some of
11 them may be more applicable for clothing or newsletters,
12 so on and so forth. So, as we need them, we will develop
13 them, but it makes sure we have a continuity and a tie
14 back to our primary logo. We've also established a color
15 palette. So, you've got the CALCTRA red, you've got the
16 shadow red. Gray, the light gray, and the white. All these
17 come, again, with the CMYK, the RGB, the hex, and the
18 Pantone. So, no matter what type of printing environment
19 you're in, um, we validate and make sure that the colors
20 are correct and consistent. We're also introducing what
21 we're calling brand icons. Um, these are just a few, that
22 we may or may not use. We've got more that we can use in
23 a library. Basically, what these would be used for is if
24 you think about, um, newsletters, training, documents,
25 PowerPoints, and then even the Strategic Business Plan so

1 that we can help- we can help our employees start to draw
2 connections between all of these things. So, it's kind of
3 a little bit of a- of a roadmap that says, hey, you know,
4 when you see that icon in the strategic business plan and
5 you see it in a training, those go together, right? So,
6 we'll be utilizing the brand icons as we move forward. Um,
7 commonly used motifs, again, from a graphic design
8 perspective, this is just highlighting some of the
9 backgrounds that we use, um, in our collateral material.
10 Uh, these are the fonts for- from a graphic designer
11 perspective. So, in the creation of the logos and our
12 newsletters and other collateral, these are the three
13 fonts from an agency perspective that we've identified
14 Arial at bold and Arial regular, so all of the memos, and
15 all of our emails, everything will be in Arial going
16 forward. We've also established a hierarchy, so folks can,
17 better understand header one, two, three, paragraph, and
18 footers, and what those would li- would look like, and
19 also we have an example of when those will be used, and
20 then I know it's a little hard to see, but over on the
21 right-hand side, it actually talks about the- whether it's
22 bold or regular, and how many points it is, um, so that
23 we can make sure we maintain that consistency through all
24 of our documents and our collateral. This is an example
25 of what some of that business collateral might look like.

1 So this is a mock-up of our- a memorandum, as well as a
2 business card. This is some digital usage. Um, so we've
3 identified a primary email signature and a secondary email
4 signature. So, all of our employees' emails will be set
5 up. So, the primary, which is the initial email sent out,
6 uh, will contain the CALCTRA logo. Um, any secondary
7 emails, which would be forward to replies or mobile use,
8 will not. That will help shorten that long stream we all
9 get through when we're trying to go down to the bottom of
10 an email and, and we're running across a bunch of logos.
11 um, we've also identified, um, the setup to make sure that
12 it works both in Outlook dark and light so that, you know,
13 whatever the end user's preference is, um, it'll still be
14 correct on their screens. That would, um, laptop is just
15 a mock-up of the CALCTRA, and a mock-up of what the website
16 might look like. Obviously, Danny and his folks are still
17 in production on that. We've also got a mock-up of a
18 vehicle, so what our vehicles will look like going forward,
19 as well as signage on one of the doors at central office.
20 From a clothing perspective, the CALCTRA on the front,
21 very similar to what we used at the CALPIA today, and then
22 what a Healthcare Facility's Maintenance outfit might look
23 like, um, going forward. And again, there's two choices,
24 obviously. There's the circle one, as well as the full
25 one. And then we've also added, obviously, for graphic

1 designer use, don't do these, right? So, uh, don't distort
2 our logo, don't change the fonts, don't rotate, don't
3 remove any of the taglines or names, don't change the
4 color, and also don't use on a background that is not
5 appropriate. Utilize those motifs that we supply. That is
6 our style guide.

7 CHAIR JEFF MACOMBER: Any questions?

8 GENERAL MANAGER WILLIAM DAVIDSON: I- the thing
9 that is exciting about this to me is to start to see the
10 actual video of how it looks, and it just- it makes it
11 really, really become a reality, and just excited about
12 where- where this is going and moving over the next 15
13 months as we continue to move forward toward that January
14 1, 2026 date. We'll certainly keep the Board well informed
15 in the price of some of that.

16

17 CHAIR JEFF MACOMBER: We'll now move on to, uh,
18 action item A, Mr. Davidson.

19

20 GENERAL MANAGER WILLIAM DAVIDSON: So, as you
21 know, part of the annual plan process each year, we submit
22 a proposal for capital purchases for the coming year. And
23 in the last board meeting in June, the board approved \$11.7
24 million in new capital purchases for this current fiscal
25 year. The past several years, we've been a little more

1 conservative in our capital expenditures due to our
2 efforts to try to this year's request was nearly \$5 million
3 less than any of the prior seven years, and in some cases
4 significantly less. The items that are included in this
5 request is about just under \$5.7 million in additional
6 capital requests that we have. But each of these items in
7 our internal approval process, each of these items was
8 included through that annual plan process, and they
9 weren't denied internally, due to the merits of the
10 request, it was just simply, we were just trying to be as
11 fiscally prudent as we can, waiting to see how our fiscal
12 year-end reconciliation process would- would turn out. If
13 in the June board meeting, obviously, we hadn't even hit
14 the end of the fiscal year, let alone being able to do
15 that year-end reconciliation. But that's the reason why
16 they- they didn't move forward. Again, it wasn't the
17 question of the merit or the validity of these requests,
18 it was just simply to try to meet that process. But these
19 purchases do allow us to replace our modern- or replace
20 or modernize our aging, failing equipment, allow us to
21 invest in technology that will provide better job training
22 tools for incarcerated individuals, and it will allow us
23 to expand and improve the products and services that we
24 offer. And included in this request are capital items to
25 reestablish our culinary program, down at CIW, and that

1 is primarily, um, the nearly \$700,000 as part of this
2 request for that is primarily to reconfigure and remodel
3 the space at CIW and prepare for that. We already have
4 most of the equipment that will be required for it through
5 the- from the Folsom culinary program, but it- there's a
6 lot of space modification that will need to be done, and
7 so- and I know that the CDCR budget situation is incredibly
8 tight this year, and so we've included it in our request
9 so that there's no delay or slowdown in moving forward
10 with that. We'll, um, move forward with the capital on
11 that. And to establish an audio-visual program at
12 Lancaster. There's also several requests for equipment
13 replacement at various institutions, the enterprises
14 within those institutions, to upgrade machines that are
15 in constant need of repair and often hampers our ability
16 to meet production needs. The new equipment will allow us
17 to maintain a more steady operation, avoid costly repairs
18 and provide incarcerated workers using the equipment the
19 opportunity, that's some of what we talked about with the
20 new ERP system, but to use machinery that is the most
21 modern, current, and up-to-date, which enhances their
22 skills and increases the training that they receive. And
23 again, as I mentioned, we waited, or wanted to wait until
24 the fiscal year-end reconciliation was complete before
25 seeking to increase this amount, and we are in a solid

1 financial position, and really, we should make these
2 appreciation expense for the several years going forward,
3 and we appreciate your support as we continue to seek to
4 modernize our enterprises and avoid expensive maintenance
5 repair costs, and we request your approval to sign them.

6 CHAIR JEFF MACOMBER: Thank you. Do we have any
7 Board member comments or questions? Seeing none, uh, would
8 any member of the public like to make a comment regarding
9 this item? As a reminder, if any member of the public would
10 like to make a comment regarding this item, please have a
11 speaker request form filled out and then come forward and
12 state your name and affiliation. For any member of the
13 public who is in virtual attendance, please dial *9 to
14 raise your hand to speak. Our meeting organizer will place
15 you in order and will call out your name and or last four
16 digits of your phone number when it is your time to speak.
17 Please state your name and affiliation so that we can make
18 a note for our records. Each speaker will be limited to
19 two minutes for public comment. We show no, uh, public
20 comment out there. Is there a motion to approve action
21 item A?

22 MEMBER CARLOS QUANT: Motion.

23 MEMBER DAWN DAVISON: Second.

24 CHAIR JEFF MACOMBER: So moved. Board Secretary,
25 will you please call the roll?

1 SECRETARY MELINDA MARION: All right. Member
2 Davison?

3 MEMBER DAWN DAVISON: Aye.

4 SECRETARY MELINDA MARION: Member Lopez?

5 MEMBER MICHAEL LOPEZ: Yes.

6 Member Patterson?

7 MEMBER KYLE PATTERSON: Aye.

8 SECRETARY MELINDA MARION: Member Quant?

9 MEMBER CARLOS QUANT: Aye.

10 SECRETARY MELINDA MARION: Member Vaughn?

11 MEMBER TROY VAUGHN: Aye.

12 SECRETARY MELINDA MARION: Member Zheng?

13 MEMBER EDDY ZHENG: Aye.

14 SECRETARY MELINDA MARION: Vice Chair D- uh,
15 Darshan Singh? Yep, I saw him there. And Chair Macomber.

16 CHAIR JEFF MACOMBER: Aye.

17 SECRETARY MELINDA MARION: All right, the motion
18 passes eight to zero.

19 CHAIR JEFF MACOMBER: Thank you.

20

21 CHAIR JEFF MACOMBER: I'll now move on to
22 Information Item B.

23 GENERAL MANAGER WILLIAM DAVISON: Yes, so here to
24 present Information Item B is Suzie Changus.

25

1 SUZIE CHANGUS: Good morning again. So, I would
2 like to give you an update on the Strategic Business Plan.
3 Uh, we usually do this in October to make sure we can keep
4 you in the loop on things that are occurring. Formerly,
5 our Strategic Business Plan would start to kick off about
6 this time of year and go. We would do work on it for about
7 three months and then allow it to cycle through in more
8 of a project management cycle in the past. What we found
9 is that, uh, this is a year-long process and every week
10 process. So, we will give you an update every October, but
11 happy to answer questions at any other point on these, on
12 this topic. And before I jump in, I'd just like to thank
13 the Board. We had a great session with several of you this
14 year and have had former sessions with this group and the
15 feedback and perspective and knowledge that you bring to
16 the table really is impossible to get elsewhere. We have
17 had a lot of insights from this group and one of our
18 efforts this coming year was very much formed and developed
19 based on that feedback. So, I'd like to thank that
20 participation because it really helps us move the needle
21 quite a bit. So very, very useful. Appreciate your time
22 on that. So, just to recap, we did close out our prior,
23 uh, Strategic Business Plan that spanned from '21 to '24 in
24 June. Um, that Strategic Plan we talked about the four
25 feet of post-it notes that we collected over that three-

1 year cycle. Um, so, 4,800 data points, which really is per
2 post-it note. We have reviewed every single one of them.
3 We spent more than 100 hours in sessions with more than
4 675 participants. So, uh, very thorough. There was not a
5 perspective that we were not able to reach. We interviewed
6 incarcerated individuals, civil service staff, formerly
7 incarcerated folks that have been out for a year, a couple
8 years, a few years, all of our central office teams, our
9 Executive team, our Board and customers, JVP partners. We
10 had an opportunity to speak with nearly everyone that has
11 a stake in CALPIA success in that prior plan, at the point
12 that we finished up the plan, we had completed 65 of 68
13 milestones that were laid out on a quarterly basis over
14 that three-year period. Um, that basically tallied up to
15 30 initiatives. As of today, we have completed 29 of those
16 30 initiatives. The one remaining is our ambassador
17 program, and that one is not complete because the scope
18 of it kind of exploded, to be quite honest, when we really
19 started talking about what's needed and what we can provide
20 and how we can offer additional support to new and current
21 staff. Uh, so we made the decision to expand that scope
22 so that we could really reach more and- and support more.
23 So that is scheduled to complete next year. But that is
24 still ongoing as of now. Based on the way that we did our
25 prior feedback sessions, we opted this time to start our

1 '24 plan that will span through 2027. With slightly
2 different approaches methodology-wise, we prior did just
3 sessions, so we would bring people into a room, hand them
4 sticky notes, and start these very high-tech, uh, ask them
5 focused questions, gather their feedback, come back and
6 analyze, and that has been an excellent process, but I
7 think something that we've identified is that they- there
8 are other ways that we can also gather information that's,
9 uh, things of the "we just didn't know what we didn't know"
10 type of information, so we'll be mixing in some
11 methodologies in this next three-year cycle. We'll be
12 meeting in those same sessions. Our intention is to bring
13 everyone in our headquarters staff into the process. We
14 also are going to be doing a little more touring throughout
15 all of our factories across the state and spending more
16 time as people are working in our enterprises, really
17 understand what it is about, what they do that brings value
18 to them, value to the agency, value to the state, and see
19 what we derive from that type of information. Another shift
20 in this year's, this three-year period that we are tackling
21 is every one of our initiatives is a cross-divisional
22 initiative. So prior, our 30 initiatives were a little
23 isolated. One to two divisions would take part in those
24 initiatives and then, of course, accomplish them. We have
25 run it very much like a project, and that has been

1 excellent, much of what we accomplished, has been pretty
2 significant wins for this agency and things that needed
3 to be shored up that we had an opportunity to do so. This
4 go-around, what we really looked at is there are lots of-
5 there's some bigger initiatives we'd like to tackle, and
6 it really does take everyone. Uh, we have a lot of pieces
7 that, I think, from a strategic perspective, we see how
8 we can move this agency forward and how we can continue
9 to improve our sustainability, what we provide to our
10 incarcerated workforce, and these initiatives are there
11 to support exactly that. Um, I won't go through all of
12 them word for word, but we'll give you just some highlights
13 on them. one thing I did also want to note is that we
14 updated our values, vision, and mission this go-around.
15 So we've added two new values. We've added rehabilitation.
16 Lots of sense, especially with our name change and our
17 focus. And then we added innovation, and as well, we have
18 retained leadership, professionalism, integrity,
19 teamwork, safety, and accountability, of course, because
20 those are part of what we do. Um, our new vision statement,
21 I'll read just these two pieces to you. Our new vision
22 statement reads, to lead in career training and
23 rehabilitation for incarcerated individuals by delivering
24 innovative life and vocational programs for successful
25 reentry. And our new mission statement is CALPIA provides

1 incarcerated individuals with life-changing career
2 development opportunities so they may be productive,
3 successful contributors when they return to their
4 communities. As a self-funded state entity, CALPIA
5 provides rehabilitation through vocational programs and
6 supporting second chances while training participants to
7 produce quality products and services for its customers.
8 I think that spells out pretty well what we- lots and lots
9 of input built that- those statements, so very much
10 appreciated. And of course, you know how this goes, we
11 line it out 15 different times before we get to our final
12 product. And then of course we'll look at it- well, no,
13 that's probably not true. But really speaking to what we
14 do, I mean, rehabilitation is such a core focus of where
15 we are at this point, and especially with the pending name
16 change and things like that, this is a nice lineup. We'll
17 make a quick adjustment at the point that CALCTRA our new
18 name and- and republish for that. So, just to highlight
19 all the new, uh, priorities that we are addressing, we
20 have a hiring process evaluation to revamp. we've done a
21 lot of work in this agency over the past few years,
22 especially in our civil service hiring process and
23 practices. And since this of course impacts everyone,
24 because everyone is involved in hiring, we're looking to
25 review some of those current practices and processes,

1 streamline, create some efficiencies, and make sure that
2 there's an education piece to how we go through that and
3 how everyone plays their part in that process of bringing
4 talent into the agency. Uh, we have a leadership succession
5 planning initiative. I'm sure this is front and center for
6 nearly every agency at this point of how important it is
7 to make sure that we're prepared for the future. We have
8 a workforce that is highly knowledgeable and is looking
9 at retirement in the next few years, and it's important
10 that we make sure that we are supporting and developing
11 staff and getting them prepared for what is next and making
12 sure that we understand what we need to do to get them
13 there. So that is a huge element. Of course, again, another
14 one that is agency wide. Our third initiative is an
15 incarcerated individual learning center concept. We're
16 looking at the proof of concept to see if there's a way
17 to centralize tech-related activities that our
18 incarcerated workforce can participate in, things that
19 have to do with certifications, things that have to do
20 with our Entry to Employment, um, potentially even
21 training for things like our SAGE product. Being able to
22 create a hub, essentially, for them to conduct those
23 activities, uh, it should help with some of the workforce
24 piece that supports those activities. It should also help
25 with the breadth of what we can offer them in a centralized

1 location with centralized technology to support that. So
2 we will be running a proof of concept to see if that is
3 scalable and something that meets those needs. So that is
4 coming out. Uh, this one, the Board heavily supported and
5 helped with developing was the Marketing Outreach and
6 Education Initiative. We spent quite a bit of time, I think
7 Troy might've mentioned this earlier, having Jason from
8 Parole come down to the graduation at CIW. He's been at a
9 couple of them. We have a very- a better relationship with
10 Parole than at least what I was aware of when I came in.
11 And one of our initiatives in the former plan was to
12 increase the engagement with them to help bring them into
13 the understanding of what CALPIA does and how we impact
14 that post-incarceration piece. And I think that's
15 certainly been done. I know Michele's team and Bill have
16 been heavily involved in that. So, that's a huge piece is
17 just identifying those next phases of education, how we
18 make sure the state agencies understand what we do and why
19 we do it. Um, of course, the legislative folks that are-
20 that are here in the state. And then any other partners,
21 I think something we're focusing heavily on, obviously,
22 is attracting those businesses that are open to second
23 chances, that are there looking at employing the workforce
24 that we're helping develop and support and being, uh, a
25 nice avenue for us to be able to sort of hand off and give

1 them a path to successful and meaningful employment upon
2 release. And then the last one is continued technology
3 improvements. SAGE, of course, is still alive and will be
4 for quite some time. The Entry to Employment program is
5 still developing and ongoing, so that will continue. We
6 have an additional phase of our technology revamps that
7 has basically how we are able to support so many of these
8 new technologies. Um, Salesforce is an application we're
9 still continuing to develop and add more features and
10 functionality to. We've implemented things like middleware
11 so we can move data between systems to make sure we get
12 larger pictures of things and can make more decisions. Um,
13 and of course, automation and exploring what possibilities
14 AI may have some of that is also on the deck. So those are
15 the five big ones. Just a note, we do have a new booklet
16 coming out. We will make sure that you get a copy of it.
17 We're finalizing the planned booklet right now. But we
18 will send that out. It will look very much like a "CALCTRA"
19 style, and then we'll of course update that name when that
20 is complete. The only other thing I wanted to point out
21 is we- something that we saw that was quite an eye-opener
22 in the past few years that I think is, really speaks to
23 the teams in this agency, is the participant enthusiasm
24 across the board. I have been consistently impressed with
25 how engaged people are in sharing their thoughts, sharing

1 their ideas. Some are great to hear, some are tough to
2 hear, and that's okay. But really bringing those pieces
3 to the table and helping us build an agency that supports
4 everyone and helping us continue to move the things that
5 we do well forward and continue to reassess how we can do
6 things better, um, that has not waned, which I have been
7 very impressed with. They're seeing accomplishments. I
8 think now that we're able to show what the prior plan
9 accomplished and what sorts of things got done and how
10 much their input drove those initiatives, we have, I think,
11 a little bit more engagement even now because of that,
12 because people have seen that it's- we have taken their
13 data and done something with it and made it actionable and
14 measured it and made sure that we get things across the
15 finish line. So, I think there's even more investment in
16 this process. So, I'll be excited to share more with you
17 as soon as we are at another update. But, um, if you will
18 just keep your eyes open, we'll send that booklet out to
19 you. And if you have any feedback, if you have any
20 thoughts, always open to hearing from this group on
21 anything that you have to contribute at all times. So, any
22 questions?

23 CHAIR JEFF MACOMBER: Any comments from Board
24 members?

1 MEMBER TROY VAUGHN: No, this is just impressive.
2 I mean, the work you guys have done to, you know, to really
3 move the, um, I wanna say CALPIA. I was gonna say CALCTRA,
4 but CALPIA- CALPIA together, uh, moving- moving us to the
5 future is really impressive. Thank you for just a robust
6 presentation in terms of our Strategic Business Plan. Um,
7 I'm just excited for our future. I do- I just love the
8 logo change, and I love the direction we're going in. It
9 just means so much with the branding, uh, it means so much
10 with the relationships that we're establishing and- and
11 broadening our scope. Um, it- it really is something to
12 be proud of.

13 MEMBER EDDY ZHENG: Yeah, I- I- uh, this is, uh,
14 Member Zheng speaking to the Chair.

15 CHAIR JEFF MACOMBER: Go ahead, Eddy.

16 MEMBER EDDY ZHENG: Thank you. Um, I, you know,
17 I also appreciate the, you know, the comprehensive, uh,
18 plan that's being laid out. Uh, one question I do have is,
19 um, as I was looking at all the different strategic
20 planning and all the, you know, different, uh, investment
21 we're putting into for the next five years, uh, and with
22 all the name change, I- I wonder, is there anything that's,
23 that is, uh, incorporated in around addressing the mental
24 health challenges of the people that who, you know, like,
25 the people that who are part of- from staff. I know- I

1 know staff have a lot of access, but then for the people
2 that will participate in the PIA program, you know, how
3 are we incorporating the, you know, the mental health
4 aspect to support those individuals as they continue to
5 thrive and learn, you know, in the industry?

6 CHAIR JEFF MACOMBER: I think I can tackle that,
7 Eddy. Within CDCR we do have a robust mental health system
8 that provides a variety of support for individuals that
9 have different, um, you know, levels of care or different
10 mental health needs. Individuals also have the
11 opportunities, things that we would think of as a sick
12 call request, mental health services as well, um, and part
13 of our efforts were, in corrections, we're moving towards
14 what we refer to as the California model. It's also a big
15 component of that is recognizing that most folks coming
16 to prison have experienced trauma in their life and trying
17 to do a better job of addressing that. But I think there's
18 also a fair amount of bleed over to substance use disorder.
19 We have a pretty robust cognitive behavioral interventions
20 program for substance use. And currently we have about
21 17,000 individuals on medicated assisted therapy for
22 substance use. I think that's more than all 49 other states
23 combined have in their system. Um, so we do have some
24 resources and some of that information is available on our
25 partner's website, which is CCHCS.

1 MEMBER EDDY ZHENG: No, I- thank you. Thank you
2 for sharing that. I pre- appreciate that and I mean, I
3 think it's great that we're moving towards that. But for-
4 but for PIA itself, you know, for the people that- who are
5 part of the workforce, whether it's in vocational as well
6 as in, you know, in other different industries, um, is
7 there anything that incorporates just for those population
8 of folks? I understand that, you know, for the entire CDCR
9 population that we have those type of infrastructure in
10 place for the, you know, mental health support and access,
11 but for the people who are actually part of the PIA to-
12 can be able to incorporate anything, you know, along with
13 this. I say this is because this is very important for the
14 people who are, say, exiting out of the prison and going
15 to the workforce. A lot of times, the people do come with
16 a lot of insidious trauma or some overt trauma that is
17 coming to transition back into society and the the
18 environment changes, right, once they exit and parole,
19 when they get home. And so the type of structure that they
20 may have inside may change as the environment changes when
21 they exit the society. So, I was just wondering, uh, are
22 there any ways that we can incorporate some of those
23 opportunities you know, with the- as PIA are investing in
24 for the workers or potential workforce, as they're coming
25 out. Because it's both for our reputation as well as for

1 the benefit of the individual as they exit with the, the-
2 the new employers, right? Because, you know, our
3 reputation is also on the line when we are connecting
4 people to those type of workforces through the E2E and
5 other programs.

6 GENERAL MANAGER WILLIAM DAVIDSON: Yeah, yeah, I-
7 I've invited Rusty Bechtold, who's our Assistant General
8 Manager for Workforce Development, to share. We have
9 Workforce Development Coordinators, and I don't know if
10 this is what Rusty's wants to share about, but one of their
11 responsibilities is to start to meet with those
12 incarcerated individuals prior to their- while they're in
13 their transition period, prior to returning to their
14 communities. And there's a wide variety of areas that they
15 cover in working with those incarcerated individuals. And
16 so, Rusty, you want to- can you share what-

17 RUSTY BECHTOLD: Sure. Yeah, that's a great
18 question. I'm glad you brought it up because that's one
19 of the main points of why we created the Essential Skills
20 for the Workforce workbook several years ago was in order
21 to address some of those things of dealing with the
22 professional and human skill part of being in a job. So
23 not only are we teaching the individuals hard skills on-
24 on being qualified, but we also have to teach them on, you
25 know, how to keep the job. And some of those things about

1 keeping the job is dealing with those same things that
2 you're talking about of, you know, mental well-being in
3 the workplace. And so in that workbook process that the
4 Workforce Development Coordinators go through, um, it's a
5 very lengthy three- to six-month process that they work
6 with the factory supervisors, the incarcerated individual,
7 and the coordinator to talk about those particular
8 section- sections and- and self-assess as they go through
9 and review those things that you're talking about. So we're
10 trying to address this through this workforce group.

11 MEMBER EDDY ZHENG: Thank you. Thank you for
12 sharing that. I think that's, uh, definitely essential,
13 right? As we are continually evolving and improve, I would
14 love to see more robust strategy around, you know,
15 supporting the people that who are actually, um, it seems
16 like they are, you know, if the people are wanting to
17 participate in this workforce and developing their skills,
18 I think when they are getting the comprehensive support,
19 you know, I think, man, it's just icing on the cake. So,
20 thank you very much for sharing that.

21 CHAIR JEFF MACOMBER: And I'll also throw out
22 there, and I maybe should have shared this before, because
23 I know, Eddy, you mentioned folks going home. We're also
24 embarking on an initiative called CalAIM, which allows,
25 uh, basically Medicare enrollment 90 days, uh, before

1 folks' release, and with the hope that it builds a bridge
2 with community providers before people release for
3 services ranging from medical to mental health. I'll roll
4 out that next year. So that's another big thing we're
5 excited about. One of the big departmental initiatives.

6 MEMBER EDDIE ZHENG: Awesome. Thank you.

7

8 CHAIR JEFF MACOMBER: Thank you. We'll now move
9 on to information item C, Mr. Davidson.

10 GENERAL MANAGER WILLIAM DAVIDSON: Great. And
11 here to present information item B is Rusty Bechtold. Thank
12 you. Great transition.

13 RUSTY BECHTOLD: Yeah. Good morning, Mr. Chair,
14 members of the Board. My name is Rusty Bechtold, and I am
15 the Assistant General Manager for Workforce Development
16 for the California Prison Industry Authority. CALPIA
17 reports annually to the Board on our Industry Employment
18 Program statistics, otherwise known as IEP. Today I'll be
19 providing information on some topics, one would be the
20 accredited certification, the apprenticeship programs, uh,
21 the transition to employment as a whole, and the lost
22 hours. My presentation summarizes the detail and
23 information item 7C, and you can see Exhibits C1 through
24 C6 in your printed board material, the information
25 provided are annual updates on fiscal year 23-24, and we

1 compare them through the three past years of 21 through
2 24. The first area is the accredited certifications.
3 CALPIA's IEP manages the accredited certification data and
4 processes for all CALPIA incarcerated individuals through
5 out the state. Their certificates are bestowed by a
6 national recognized organization to the incarcerated
7 individuals who complete all the requirements of their
8 respective certifications. In 23-24, 9,188 incarcerated
9 individuals were enrolled in an accredited certification
10 course. 8,864 of those were effectively closed. And in
11 that closure, what that means is that they can go several
12 directions. 62% of them were successfully completed,
13 meaning they earned their certification, and 38% of them
14 were not successful. And in that not successful, meaning
15 they either didn't pass the course the first time and
16 needed to take it again, or they were disqualified for
17 some other reason in regard to what was going on in the
18 institution. The number of enrollments decreased slightly,
19 from 23 to 24, while, however, the successful completions
20 increased. So even though the enrollments decreased, the
21 number of successful completions increased. So, we were
22 happy to see that. The next section is the apprenticeship
23 program. 2,126 incarcerated individuals were registered
24 into a state apprenticeship program in CALPIA during the
25 last fiscal year. Those enrollments have remained

1 consistent year over year between the last two years. What
2 I want to more importantly point out is that 689
3 incarcerated individuals have been awarded a full
4 apprenticeship completion certificate that's been offered
5 by the Department of Apprenticeship Standards, or DAS,
6 during the last fiscal year. As you can see in the chart,
7 those completions increased by over 70% due to the
8 appropriate training and work hours of the program being
9 completed. So, as we maintain high levels of enrollment,
10 and they complete those certifications and we maintain
11 them in our enterprise and certification process over
12 time, those numbers will continue to, uh, stay high. It
13 does take anywhere from 2, 4, 6, 8,000 hours just to put
14 in perspective to earn those certifications, so we may
15 enroll them one year and it may take them several years
16 in order to earn those certifications.

17 MEMBER DAWN DAVISON: Rusty. Do you know why,
18 exactly why, um, cancellations happen?

19 RUSTY BECHTOLD: Usually it's moving.

20 MEMBER DAWN DAVISON: Oh, they're transferred.

21 RUSTY BECHTOLD: Or they get out or they're
22 released. Yeah.

23 MEMBER DAWN DAVISON: Okay. But you could drill
24 down into that number if you need. Yes.

1 RUSTY BECHTOLD: If we needed to see if there was
2 something specific going on. Okay. Yeah. But in most cases
3 it's, something that's out of our control and had to take
4 them out.

5 MEMBER DAWN DAVISON: Mm-hmm.

6 RUSTY BECHTOLD: Uh, the next section I wanted
7 to talk about is Transition to Employment program. CALPIA
8 actively supports the incarcerated individuals leaving,
9 incarceration by providing customized employment reentry
10 packets, both in print and electronic. And the Entry to
11 Employment is also part of that Transition to Employment
12 program that's offered before their release. Um, in the
13 packet, we include listings for CALPIA's job history for
14 the individuals along with copies of all their accredited
15 certifications that they earned in the apprenticeship
16 certifications while participating in CALPIA. The packet
17 includes detailed instructions on how to create and manage
18 CalJobs accounts and supports their E2E training to search
19 for jobs and employers in their communities. In this last
20 year, 560 transition packets were offered to eligible,
21 paroled CALPIA individuals in fiscal year 23-24. Eighty-
22 three percent of the eligible individuals were offered
23 this program, and- and that's an important number I want
24 to point out, is the fact that 560 is 83 percent of those
25 that are eligible that we got the actual information to,

1 letting them know that they are eligible for this resource.
2 And more importantly, is that it's an increase from 52
3 percent- an increase from 52% that was offered the previous
4 year. So, we're heading in the right direction with a 30%
5 increase in regards of getting that information and those
6 transition documents to those individuals year over year.
7 We continue to implement measures between IEP and those
8 fields, uh, WDCs to ensure that the increased number keeps
9 going up. I- my goal is 100% and hope to get there someday
10 to the point where we're offering our services to every
11 individual that is going to be leaving our program. During
12 this fiscal year, IEP transition continues to provide
13 electronic copies, and this is just the e-copy form to
14 individuals transitioning packets with CDCR's Division of
15 Adult Parole, or DAPO. IEP has also improved the
16 connections with the California Post-Release Community
17 Supervision or PRCS, otherwise known as "Probation". IEP
18 established partnerships with 54 out of the 58 PRCS
19 departments which is a huge success from my perspective
20 in the last year that we didn't have the year before of
21 those relationships with just probation alone. Now that
22 we have all of DAPO and all of- most of PRCS, we're able
23 to transmit those documents. We transmitted, last year,
24 um, a record high of 312 electronic documents to- between
25 DAPO and PRCS in last year alone. So that's a huge

1 accomplishment of getting the information into the right
2 hands to help those individuals, instead of them trying
3 to figure it out later.

4 MEMBER DAWN DAVISON: And a couple of years ago
5 it was zero.

6 RUSTY BECHTOLD: Zero.

7 MEMBER DAWN DAVISON: Yes.

8 RUSTY BECHTOLD: Yes. We've come a long way and
9 I truly commend the hard work of my team and the
10 persistence of trying to stay on top of people, um,
11 especially in certain counties when they're constantly
12 changing and you call them back six weeks later and it's
13 somebody else, so. We plan to survey DAPO and PRCS in the
14 next upcoming year to make sure that the information that
15 we're providing them is relevant. I don't want to get in
16 the habit of just providing documents that's something
17 they can't use, so we're asking for their input next year
18 to make sure documents they get are useful. The next topic
19 that Bill introduced earlier and is very important to
20 CALPIA, and that's our Entry to Employment Network update.
21 Successfully, CALPIA has activated the E2E network pilot,
22 has started since December of 2023, if you wanted to know
23 where the green flag came down. The E2E network has
24 provided a unique, one-of-a-kind opportunity for the
25 incarcerated individuals to receive training on an online

1 live platform search platform that mirrors EDD's CalJobs
2 website. As of September 15th, as in the data in your
3 package says, CALPIA has implemented the E2E network at
4 11 institutions and two additional institutional
5 implementations in the pilot for this remaining year.
6 CALPIA will implement the remaining 17 institutions
7 starting January in 2025 and hope to have all of it
8 completed by next year of 2025, all institutions. As of
9 August 30th, we have 95 incarcerated individuals that have
10 E2E network accounts created. We have 50 current active-
11 activity incarcerated individual accounts. Uh, we have
12 169- this is an important one for me- 169 jobs applied for
13 as of right now, actual real jobs that they- that we've
14 applied for. 32 incarcerated individual accounts have been
15 transferred from E2E accounts to CalJobs accounts. And
16 that's also very important to know that that means that
17 individuals are engaged with CALPIA to transfer their
18 accounts over so that they can pick up everything that
19 they did inside and use it on the outside. So, this isn't
20 something that's happened naturally. This is- this is
21 engagement between CALPIA and the individual as they leave
22 and then wanting to continue. We have 13 individual
23 accounts pending transfer to CalJobs. As presented in past
24 Prison Industry Board meetings, CALPIA's first E2E success
25 stories was from Solano Metal Products, incarcerated

1 worker in April of this year. E2E continues to improve the
2 opportunities to find employment. The local WDC at CIW,
3 here's for an example, the local WDC at CIW has been
4 successful in securing two virtual interviews prior to the
5 release, which is the first of its kind done in the last
6 month or so. In regards to actually getting an interview,
7 the employer agreeing to have a virtual interview and then
8 conducting that interview while they're incarcerated. Um,
9 we also, at the same time, set up two interviews post-
10 release, prior to the incarcerated individuals returning
11 to their community. Also, previously, E2E Network
12 participant at Valley State Prison, which was just recent,
13 informed us that they were able to transition their E2E
14 Network experience and skills to various other online job
15 search platforms. The individual received three interviews
16 and obtained employment with Goodwill immediately upon
17 release. He also applied through CalHR and CalCareers,
18 which most of us are familiar with and we were applying
19 for a state job, for an optical job in CALPIA, and received
20 an interview in mid-September. He did this on his own and-
21 and replied back to us that he was not able to do this
22 unless he went through E2E, actually giving him the
23 confidence and support that he was able to go out and apply
24 for his own jobs. He actually stopped using CalJobs and
25 went to other search engines because he felt confident and

1 comfortable to go use and apply for other jobs, such as
2 CalCareers or going directly to Monsters or Indeed. So,
3 the main goal of our program is to provide our individuals
4 with the skill set and the confidence to utilize the
5 CalJob- to use CalJobs, but also any other online job
6 search platform. So, in regards to measuring our success,
7 we all want them to have jobs, but giving them that
8 confidence and the ability to know out there and apply is
9 really something amazing to see, especially getting that
10 feedback in the last month. Um, the last item that I have
11 here to talk about is the lost hours report we talk about
12 on an annual basis. It summarizes CalPIAs lost hours on
13 Exhibit C4 in your printed material. This information item
14 summarizes the last three fiscal years of lost hours.
15 Again, lost hours are important because it's time lost
16 from the total work hours that's made available to the
17 incarcerated workforce. CALPIA tracks lost hours to
18 determine the available work hour improvements in CALPIA
19 enterprises' work efficiency and on-the-job training. The
20 more work hours CALPIA has available to the incarcerated
21 individual, the greater impact we can make and decrease
22 recidivism. Since 2021-22, overall total lost hours, as
23 you can see, have decreased significantly. CALPIA
24 enterprises resuming to normal operations from the
25 negative impacts of COVID and the lifted work restrictions

1 play a part in that increase. However, CALPIA's combined
2 efforts with our WDC's filling vacancies and CALPIA
3 adjusting position counts to match our needs also play a
4 big role. IEP forecasts this success- successful trend to
5 continue as the WDC's have been- because WDC coordinators
6 are in the process of filling those positions. This
7 concludes my presentation. I'd be glad to answer any
8 questions at this time.

9 GENERAL MANAGER WILLIAM DAVIDSON: Thank you.

10 CHAIR JEFF MACOMBER: It's like the right sizing
11 of the positions is paying off too.

12 RUSTY BECHTOLD: It does help. The multi-stage
13 approach is- (inaudible)

14 SECRETARY MELINDA MARION: Um, and I just want
15 to, for the record, show that Eddy Zheng, um, exited the
16 meeting.

17

18 CHAIR JEFF MACOMBER: All right, I see no further
19 Board comments. Alright, we'll move on to the public
20 comment period. Uh, this portion of the meeting is reserved
21 for comment regarding items down on the agenda, under the
22 Bagley Keen Act, the Board cannot act on items raised
23 during public comment but may respond to the statements
24 made request or verification by Board staff. Would anyone
25 like to make a comment or address the board?

1

2 CHAIR JEFF MACOMBER: Seeing none, uh, this
3 concludes our Prison Industry Board meeting on October
4 1st, 2024. Is there a motion to adjourn the meeting?

5 MEMBER CARLOS QUANT: I move

6 MEMBER DAWN DAVISON: Second.

7 CHAIR JEFF MACOMBER: Thank you. All in favor?

8 MEMBER DAWN DAVISON: Aye.

9 CHAIR JEFF MACOMBER: The motion carries. This
10 concludes our meeting. We are adjourned at 11:30 a.m.
11 Thanks, everybody.

12 MEMBER DAWN DAVISON: Thank you.

13 CHAIR JEFF MACOMBER: Thank you.

14 UNKNOWN: Thank you.

15 MEMBER KYLE PATTERSON: Thank you.

16 UNKNOWN: Thank you.