



CALIFORNIA PRISON INDUSTRY AUTHORITY

# STRATEGIC BUSINESS PLAN

2021-2024







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## EXECUTIVE SUMMARY

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

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

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

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

Sincerely,

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

**BILL DAVIDSON**  
General Manager



# CALPIA BY THE NUMBERS

FY 2023/2024

**6000+**

Standard Goods and Services Offered by CALPIA

**5700+**

Incarcerated Individual Assignments at CALPIA

**5384**

Certificates Earned in the Career Technical Education and Correctional Industries Programs

**128**

Nationally Recognized Accredited Certifications Available to CALPIA Incarcerated Individual Workforce

**85%**

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

**85+**

Training and Rehabilitation Sites Operated by CALPIA

**32**

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

**\$0**

Appropriated from the State's General Fund



CALIFORNIA PRISON INDUSTRY AUTHORITY  
560 E Natoma Street, Folsom, CA 95630  
(916) 323-2419 • calpia.ca.gov

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# CALIFORNIA PRISON INDUSTRY AUTHORITY OVERVIEW

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

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

Overall, CALPIA participants return to prison significantly less than the average California incarcerated individual<sup>1</sup>. According to a 2021 University of California, Irvine (UCI), study, individuals in CALPIA programs have lower rates of rearrests, reconvictions, and reincarcerations. The UCI study found that three years after release only 15.3 percent of CALPIA participants had been returned to custody.

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

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

CALPIA manages over 100 manufacturing, service, and consumable enterprises in all 32 CDCR institutions<sup>2</sup>. The goods and services provided by CALPIA's enterprises are sold predominately to government departments and entities.

1. The Effect of Prison Industry on Recidivism: An Evaluation of California Prison Industry Authority (CALPIA) [https://www.calpia.ca.gov/wp-content/uploads/calpia/news/Reports\\_and\\_Publications/CALPIARecidivism.pdf](https://www.calpia.ca.gov/wp-content/uploads/calpia/news/Reports_and_Publications/CALPIARecidivism.pdf)
2. California Prison Industry Authority Report to the Legislature FY 2021-22 [https://www.calpia.ca.gov/wp-content/uploads/calpia/news/Reports\\_and\\_Publications/FY2021-22LegislatureReport-PIA.pdf](https://www.calpia.ca.gov/wp-content/uploads/calpia/news/Reports_and_Publications/FY2021-22LegislatureReport-PIA.pdf)

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

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

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

Through the Industry Employment Program (IEP), CALPIA incarcerated individuals can earn up to 128 different nationally accredited certifications in fields such as welding, optical manufacturing, food handling, industrial health and safety, logistics, customer service, and many more.

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

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





Upper: CALPIA General Manager, Bill Davidson, speaking at the June 2022 Prison Industry Board Meeting  
Middle: Lancaster State Prison graduation  
Lower: CALPIA graduates applaud speaker at California Institution for Women graduation

# CONTRIBUTING PARTICIPANTS

(677 AS OF 2023)

## INSTITUTIONS

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

## JOINT VENTURE PARTNERS AND CUSTOMER

### The Last Mile: Joint Venture Partner

Chris and Beverly Redlitz, *Co-founders*  
 Sydney Heller, *Executive Director*

### California Department of Corrections & Rehabilitation

Steve Pottratz

### Department of State Hospitals

Renato Barrera

### Department of General Services

Nicholas Rossi

## CALPIA

### Institutions

Incarcerated Staff, Civil-Service Staff, Administrators

### Central Office

Civil-Service Staff, Management, Executive Leadership

### Prison Industry Board



## FORMERLY INCARCERATED

### Tommy DeLuna

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

### Vera Salcedo

*Foreman, Neff Construction – Pre-Apprentice Carpentry Program Graduate*

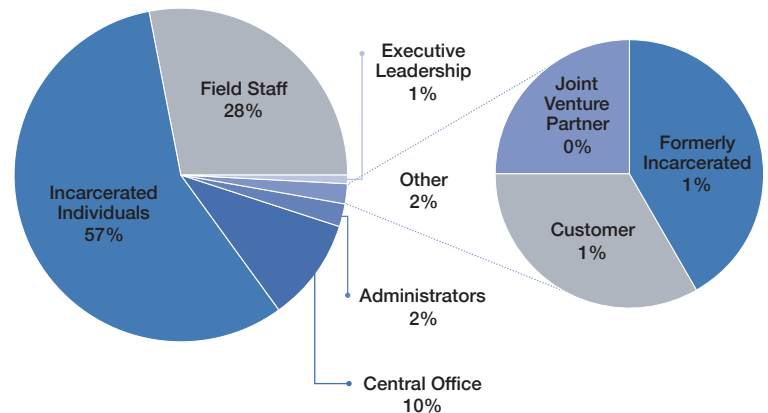
### Erin O’Connor

*Software Developer, The Last Mile – Code.7370 Graduate*

### Jason Jones

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

## STRATEGIC PLANNING PARTICIPANTS by percentage





# CALPIA STRATEGIC PLAN

## 2021 2024 PROCESS AND APPROACH



### COLLECTION

**105 hours** of strategic planning sessions  
**677** total participants  
**Methods** of collection: flip charts, post-it notes, surveys, facilitated discussions and virtual collaboration sessions



### OUTCOME

Vision, Mission & Values Refreshed  
 Three-year **phased** approach plan  
**Measurable** Goals & Objectives



### 2021

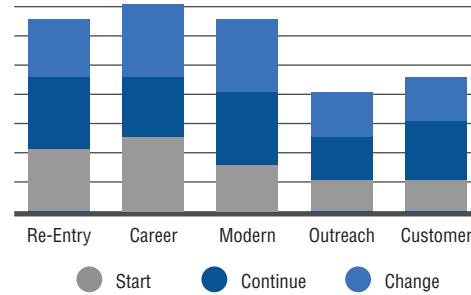
**Phase 1:**  
 Progress verification and Phase 2 Assessment

### 2022

**Phase 2:**  
 Progress verification and Phase 3 Assessment

### 2023

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



### ANALYSIS

Nearly **4,800** data points  
**8 actions** and 57 different **categories**  
 Complete **reporting** and trend analysis for every piece of feedback



### IMPLEMENT

**Quarterly** assessment of measurable progress  
**Annual** review and next phase planning  
 Increased institutional visits to gather **feedback**



### PLAN AHEAD

2024-2027 Strategic Planning process begins

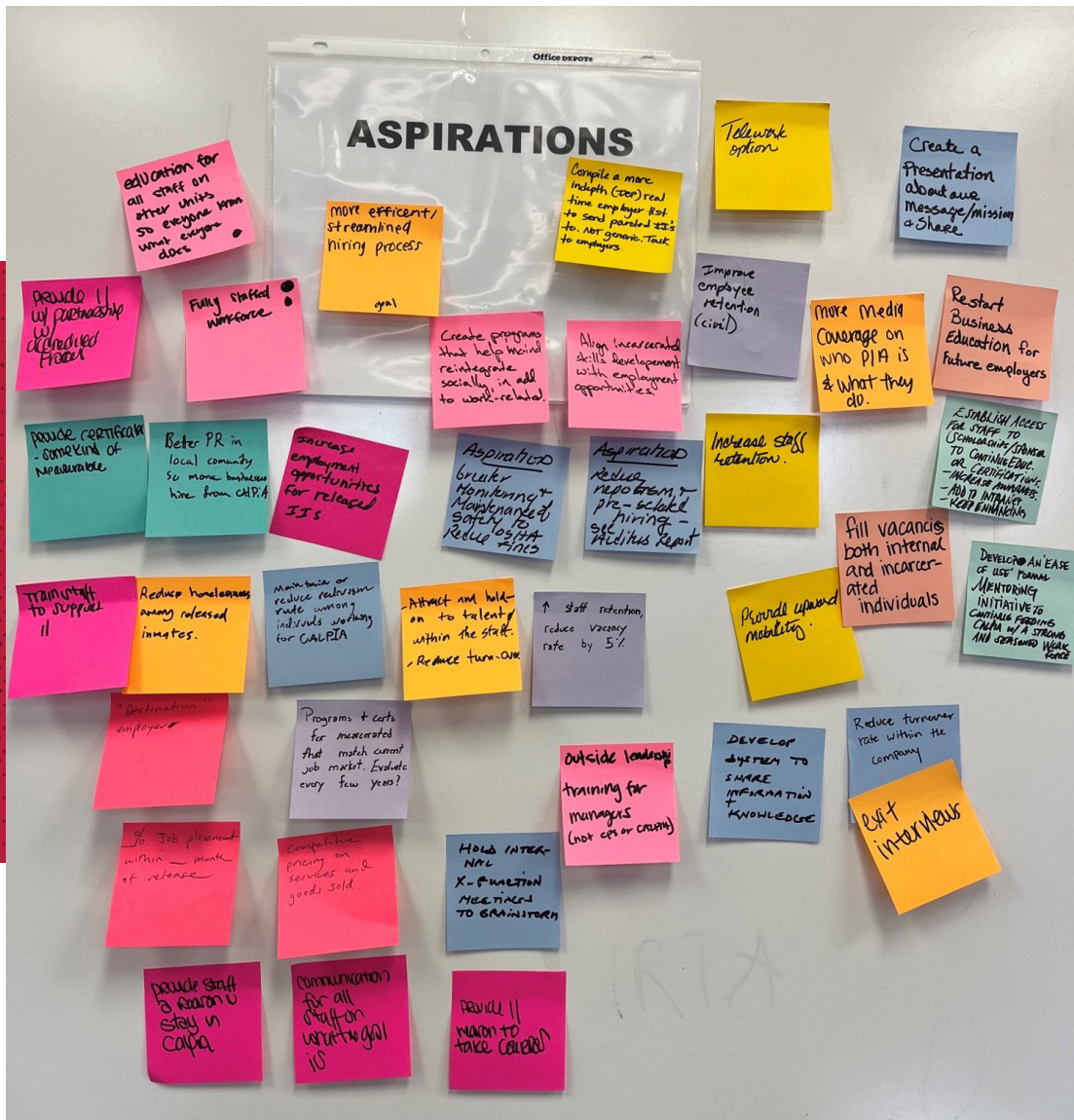
## MEET VERA SALCEDO, A CALPIA SUCCESS STORY

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



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

- VERA SALCEDO



**How is CALPIA’s program helping with your rehabilitation?**

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

- CIM Incarcerated Individual

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

*“Represent CALPIA with integrity and respect.”*

- CALPIA Administrator

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

*“Increase communication, understand more of each other’s jobs and overlap training.”*

- FSP/SAC Staff

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

*“Coding is magic... take the program seriously.”*

- PBSP Incarcerated Individual

# VISION, MISSION, VALUES

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

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

## VISION

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

## MISSION

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

## VALUES

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



Upper: California Institution for Men Commercial Dive Program

Middle: Prison Industry Board Members Kyle Patterson and Jamahl Amen at a recent Board Meeting

Lower: Zoe Burton, Rusty Bechtold, Kenyatta Kalisana, Vera Salcedo, Michele Kane

# SOAR

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

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

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

## STRENGTHS

**What are we most proud of as an organization?**

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

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

“How well everyone came together during the pandemic.”

**What makes us unique?**

“Our people!”

## ASPIRATIONS

**What is our most compelling ambition?**

“Changing the prison experience.”

**What should CALPIA look like five years from now?**

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

“Leading the change in Corrections.”

“Improved technology and data driven decision making.”

## OPPORTUNITIES

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

“Stronger technology skills for all staff.”

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

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

**What partnerships could lead to greater success?**

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

## RESULTS

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

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

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

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

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

# GOALS AND OBJECTIVES

## GOAL 1

### ENHANCE INCARCERATED INDIVIDUALS' LIVES TO REDUCE RECIDIVISM

- **RE-ENTRY ASSISTANCE:**

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

- **Phase 1**

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

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

- **ERMS Statewide Implementation and Evaluation**

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

- **Phase 2**

- **Essential Skills Workbook Program**

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

- **Digital Platform for Accessing Transitions Packet**

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

- **Phase 3**

- **Incarcerated Individual Monthly CALPIA Newsletter**

- **Q2 2023:** Design and develop template for newsletter.
    - **Q3 2023:** Begin Proof of Concept (POC) distribution to select group of institutions and obtain feedback.
    - **Q4 2023:** Distribute newsletter to all institutions and determine production schedule for future communications.

- **UCI Recidivism Study, Phase II**

- **Q4 2023:** Completed Phase II Recidivism Study ready for distribution.

# GOAL 1

- **CAREER SERVICES:**

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

- **Phase 1**

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

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

- **Phase 2**

- **Pilot Career Services Program**

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

- **Career Services Partner Development**

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

- **Phase 3**

- **Pilot Career Services Program**

- **Q2 2023:** Workforce Development Coordinator role transitions at 100% completion.

- **Career Services Partner Development**

- **Q4 2023:** Complete E2E project implementation and deployment of the Virtual One Stop Reentry Employment Opportunities (VOS REO) system at four institutions.

**GOAL 2****PROVIDE HIGH-QUALITY, SUSTAINABLE PRODUCTS AND SERVICES**

- **MODERNIZATION:**

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

- **Phase 1**

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

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

- **CALPIA Technology Infrastructure Overhaul**

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

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

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

- **Phase 2**

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

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

- **Technology Infrastructure Overhaul**

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

- **Phase 3**

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

- **Q1 2023:** Develop Communication Plan.
    - **Q2 2023:** Hold Sage Change Leadership workshops with the Executive Team.
    - **Q3 2023:** Setup and schedule users to utilize the CALPIA Sage X3 training center for 2023.
    - **Q4 2023:** Successful initial deployment of Sage X3 at Folsom State Prison.

- **Technology Infrastructure Overhaul**

- **Q1 2023:** Initiate operational effort to upgrade circuits at every institution throughout the state.
    - **Q3 2023:** Complete the Statewide Systems Revamp Initiative.
    - **Q4 2023:** Develop project charter and initiate Statewide Systems Revamp Initiative, Phase 2 project.



## KENYATTA KALISANA

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

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

- KENYATTA KALISANA



## RICHARD BARNFIELD

Richard Barnfield graduated from CALPIA's Healthcare Facilities Maintenance Program at Salinas Valley State Prison. He returned to his community and went to work for Five Keys and now holds the Lead Position for Showers of Hope, an organization providing relief to unhoused individuals and families.

“ CALPIA was my first job. I am eternally grateful for it. It helped me grow as a person. I had no idea how to be an employee. This program creates employees, and that is what is helping me thrive on the outside.”

- RICHARD BARNFIELD



**GOAL 3****FOSTER CONTINUOUS IMPROVEMENT AS CUSTOMER-FOCUSED ORGANIZATION**

- **PUBLIC OUTREACH:**

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

- **Phase 1**

- **Parole**

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

- **Joint Venture Partners**

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

- **Phase 2**

- **Probation**

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

- **State of California**

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

- **Joint Venture Partners**

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

- **PHASE 3**

- **Legislature**

- **Q4 2023:** Complete two Capitol Tour visits by the end of 2023. The purpose is to educate the state's representatives about CALPIA's mission.

- **State of California**

- **Q4 2023:** Formalize rehabilitative and industry preparedness agency branding initiative.
- **Q4 2023:** Distribute Report to the Legislature and UCI Recidivism Study to department and agency directors.

- **Joint Venture Partners**

- **Q4 2023:** Increase in Joint Venture Partner programs by three new partners.

## GOAL 3

### FOSTER CONTINUOUS IMPROVEMENT AS CUSTOMER-FOCUSED ORGANIZATION

- **CUSTOMER SATISFACTION:**

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

- **Phase 1**

- **Purchase Order Intake Process Improvement**

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

- **Phase 2**

- **Return Merchandise Authorization Process Improvement**

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

- **Staff Development and Retention**

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

- **Phase 3**

- **CALPIA Factory Equipment Evaluation Project**

- **Q3 2023:** Develop project charter to kick-off a statewide initiative assessing and documenting the lifecycle of production-related equipment currently in CALPIA factories throughout the state.
- **Q4 2023:** Initiate CALPIA Factory Equipment Evaluation project.

- **Staff Development and Retention**

- **Q3 2023:** Develop and publish template for engaging staff in retention interviews at all levels of the agency.
- **Q3 2023:** Complete assessment of appropriate flexibility measures available for all divisions to promote equity.
- **Q4 2023:** Deploy Employee Ambassador program to all divisions.



Lower: CALPIA field staff meeting at the California State Prison, Solano



## ROBERT CASTANEDA

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



“

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

- ROBERT CASTANEDA

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

- 1 Pelican Bay State Prison (PBSP)**
  - Construction Services & Facilities Maintenance
  - Laundry
  - Support Services
  - CTE Programs**
  - Computer-Aided Design
  - Computer Coding
- 2 High Desert State Prison (HDSP)**
  - Construction Services & Facilities Maintenance
  - Support Services
  - JV Program**
  - Barnum Farming
- 3 Folsom State Prison (FSP)**
  - Construction Services & Facilities Maintenance
  - Digital Services
  - License Plates
  - Metal Products
  - Metal Signs
  - Modular Building
  - Printing
  - Support Services
  - CTE Programs**
  - Computer-Aided Design
  - Pre-Apprentice Carpentry
  - Pre-Apprentice Construction Labor
  - Pre-Apprentice Iron Worker
  - Pre-Apprentice Roofing
- 4 CSP Sacramento (SAC)**
  - Construction Services & Facilities Maintenance
  - Laundry
- 5 California Medical Facility (CMF)**
  - Construction Services & Facilities Maintenance
- 6 CSP Solano (SOL)**
  - Bindery
  - Construction Services & Facilities Maintenance
  - Laundry
  - Metal Products
  - Optical
  - Support Services
  - JV Program**
  - Customer Model Laundry
- 7 Mule Creek State Prison (MCSP)**
  - Coffee Roasting
  - Construction Services & Facilities Maintenance
  - Fabric Products
  - Food & Beverage Packaging
  - Laundry
  - Meat Cutting
  - Support Services
- 8 California Health Care Facility (CHCF)**
  - Construction Services & Facilities Maintenance
- 9 CSP San Quentin (SQ)**
  - Construction Services & Facilities Maintenance
  - Mattress
  - CTE Programs**
  - 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
  - Crops
  - Dental Lab
  - Optical
  - Support Services
  - CTE Programs**
  - Pre-Apprentice Carpentry
  - Pre-Apprentice Construction Labor
  - JV Program**
  - Allwire
- 13 Correctional Training Facility (CTF)**
  - Construction Services & Facilities Maintenance
  - Fabric Products
  - Furniture
  - Support Services
- 14 Salinas Valley State Prison (SVSP)**
  - Construction Services & Facilities Maintenance
- 15 Pleasant Valley State Prison (PVSP)**
  - Construction Services & Facilities Maintenance
- 16 CSP Corcoran (COR)**
  - Construction Services & Facilities Maintenance
  - Crops
  - 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
  - JV Program**
  - Goldpoint Homes
- 25 California Institution for Men (CIM)**
  - Construction Services & Facilities Maintenance
  - Food & Beverage Packaging
  - Laundry
  - Support Services
  - CTE Programs**
  - Commercial Diving
  - Pre-Apprentice Construction Labor
- 26 California Rehabilitation Center (CRC)**
  - Construction Services & Facilities Maintenance
- 27 California Institution for Women (CIW)**
  - Construction Services & Facilities Maintenance
  - Fabric Products
  - CTE Programs**
  - Computer Coding
  - Pre-Apprentice Carpentry
  - Pre-Apprentice Construction Labor
- 28 Chuckawalla Valley State Prison (CVSP)**
  - Construction Services & Facilities Maintenance
  - Laundry
  - Support Services
- 29 Ironwood State Prison (ISP)**
  - Construction Services & Facilities Maintenance
- 30 Calipatria State Prison (CAL)**
  - Construction Services & Facilities Maintenance
- 31 R.J. Donovan Correctional Facility (RJD)**
  - Bakery
  - Construction Services & Facilities Maintenance
  - Laundry
  - Shoes
  - Support Services
- 32 Centinela State Prison (CEN)**
  - Construction Services & Facilities Maintenance
  - Fabric Products
  - Support Services

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





**CALIFORNIA PRISON INDUSTRY AUTHORITY**  
560 E Natoma Street, Folsom, CA 95630  
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