



2015

Annual Report

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Cover photo: Jim Trodel, Oregon's Mt. Hood Territory

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Joint Letter from the Director and Administrator

Welcome to Oregon Corrections Enterprises' (OCE) 2015 Annual Report. We hope you find this year's report engaging and educational. In it, you will learn what OCE is doing to make a difference in the lives of adults in custody, and how we provide them with the necessary skills and training to successfully transition from prison to their home communities. You will also learn about the OCE products and services that contribute to Oregon's economy.

OCE's contributions to the State of Oregon are multi-faceted: OCE plays a key role in carrying out the mission of the Oregon Department of Corrections (DOC) and in fulfilling our constitutional mandate to actively engage adults in custody in work and on-the-job training. By providing meaningful work opportunities, OCE is helping those in our care and custody develop job skills and positive work ethics. This leads to safer prisons, reduced recidivism and victimization, and improved public safety in Oregon.

This year marks the 15th anniversary of OCE's operation as a self-sustaining semi-independent state agency and another year of notable success. More than 1,300 individuals in OCE programs worked over 2 million hours. Success is measured one hour at a time. These hours represent the development of responsibility and dependability, a sense of self-worth, and the tools needed to succeed once they return home to their families and communities.

We would like to thank our partners and customers. It is through your purchases that we are able to effect positive changes for adults in custody, reduce the costs to state government, and make a difference in the lives of all Oregonians. We are committed to providing the highest-quality products and services.

This report is designed to give you an outline of how OCE's activities contribute to the State of Oregon and the lives of those incarcerated. If you have questions or would like additional information about our programs, please do not hesitate to contact us.

Sincerely,



Colette S. Peters
Director
Oregon Department of Corrections



Ken Jeske
Administrator
Oregon Corrections Enterprises



An Introduction to OCE

Oregon Corrections Enterprises is working for Oregon. Our staff works with Oregon's adults in custody on a daily basis, encouraging integrity, respect, and a commitment to excellence. Each of our work programs focuses on bridging the gap between incarceration and success on the outside through on-the-job training.

Enacted by the Oregon Legislature in 1994, Measure 17 requires those incarcerated to participate in meaningful work and/or education programs for a minimum of 40 hours per week. Less than five years after the passage of Measure 17, Measure 68 created Oregon Corrections Enterprises (OCE) as a semi-independent state agency, under the direction of the DOC Director and working in concert with the department. OCE is a self-sustaining organization that provides work and training for Oregon's adults in custody. Programs include commercial laundries; contact centers; metal, wood, and sign fabrication; garment manufacturing; embroidery; printing; mail fulfillment;

and document scanning. OCE's focus is to provide services and products with a high value at a reduced cost.

In addition to providing work opportunities, OCE staff work with incarcerated individuals to instill confidence and work ethics, and to provide them with the tools and skills they need to succeed after release. Today, over 1,300 adults in custody participate in OCE work programs located in eight of the 14 Oregon correctional institutions; 54% of these individuals will be released within six years and 25% are at moderate-to-high risk of recidivating. It is OCE's mission to provide these men and women with the skills and attitudes necessary to

enhance their opportunities to secure employment upon release. The revenue generated through the sale of products and services produced by adults in custody provides the agency's operating budget.

Experiences through OCE changes an offender's outlook on life, helping them to be better equipped to make a successful transition into Oregon's communities. In addition, work assignments help adults in custody pay their debts, including victim restitution and child support, and provide support to their families.

The mission of Oregon Corrections Enterprises, in partnership with the Department of Corrections, is to promote public safety by providing inmates work and training opportunities in a self-sustaining organization.

1,337

Participants in OCE's programs

How OCE Supports DOC

OCE plays an important role in implementing DOC's Oregon Accountability Model. Through developing positive work ethics and job skills, OCE assists adults in custody in their transition to becoming productive citizens who contribute to society and their families.

Ultimately, the two agencies share one common goal — to promote public safety through the Oregon Accountability Model (OAM). The OAM encompasses the simultaneous, coordinated, and efficient implementation of many DOC initiatives and process measures that provide a foundation for adults in custody to lead successful lives upon release. The OAM has six components. Each of these components connects to a part of the corrections organization, culture, and core process measures. These six components strengthen the department's ability to hold individuals accountable for their actions and adds a level of transparency for staff accountability to achieve the DOC mission, shared vision, and values.

OCE supports the OAM through daily work and training interactions with adults in custody.

OCE's mission directly supports DOC and the OAM by providing work opportunities - a key component

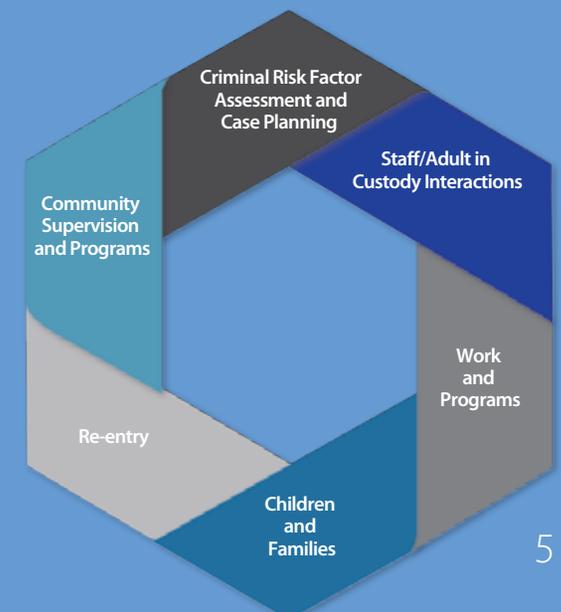
to behavior change. While OCE is a semi-independent state agency, it is closely connected to DOC, providing a valuable service to the larger enterprise and, ultimately, the citizens of Oregon.

Oregon Accountability Model

1. Criminal Risk Factor Assessment and Case Planning
2. Staff/Adult in Custody Interactions
3. Work and Programs
4. Children and Families
5. Re-entry
6. Community Supervision and Programs

OCE Support of OAM

- OCE staff interact with adults in custody and model positive work ethics on a daily basis. OCE staff strive to influence behavior, acknowledge positive change, and provide incentives for performance.
- OCE was created to provide work and training opportunities. Across eight institutions in 24 separate businesses, opportunities are provided to over 1,300 men and women in custody.
- The interaction and training OCE provides to these individuals directly impacts their ability to secure and retain employment upon release.





In January 2015, the Department of Corrections dedicated the Michael Francke Conference Room at its headquarters, as well as placed the above pictured statue in front of the building in memory of the late director.

2015

Year in Review

How OCE Contributes to Our State

Oregonians will be encouraged by OCE's work in 2015. The agency continues to be self-sustaining and has trained 2,332 adults in custody in a wide range of transferrable skills. OCE helps create safer prisons and reduces costs to taxpayers.

Helping to Improve Public Safety

A person who is able to earn an honest living is less likely to commit future crimes. When new crimes are committed and recidivists return to prison, everyone pays — the victims of repeat offenders, the children and families of these men and women, and taxpayers.

In the Post-Release Employment Project (PREP) report posted by the Federal Bureau of Prisons,

it shows work skills play a significant role in reducing the possibility of returning to prison. Individuals who worked in prison industries or completed vocational and apprenticeship programs are more likely to find gainful employment upon release. OCE uses evidence-based practices and curricula to ensure adults in custody are better prepared to re-enter society than when they entered prison.

Satisfying Citizens' Expectations

Oregon's constitution requires adults in custody to be involved in productive work, a key component of the Oregon Accountability Model.

Our work programs assist DOC in holding adults in custody accountable for their actions, which provides a foundation for successful re-entry to their communities. Through participation in OCE's work programs, men and women manufacture high-quality beds, clothing, furniture, and numerous other items for Oregon's prisons. OCE also provides low-cost, high-value services such as printing, contact center services, and laundry services to various state agencies, helping to reduce the cost of government.

Minimizing Competition

In today's economy, OCE recognizes it is more important than ever to minimize competition with private businesses, unions, and other agencies. Our ultimate goal is for men and women to secure employment in the private sector upon release. We strive to balance that priority with our constitutional mandate to engage adults in custody in meaningful work, learning skills which are transferable to jobs in our communities. To train the greatest number of individuals, OCE generally pursues labor-intensive processes; however, we have made competitive technological investments to accomplish our work and train individuals for living wage jobs.

Contributing to the Safety of our Prisons

When adults in custody engage in productive activities, Oregon's prisons are safer. Last year, OCE participants worked approximately 2.1 million hours, creating a positive impact on reducing prison misconduct.

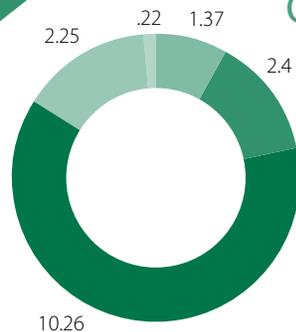
Contributing to Oregon's Economy

By providing work and training programs for adults in custody, OCE also provides jobs for just over 100 Oregon taxpayers. With their earnings, our staff support their families, pay state and federal taxes, and contribute to Oregon's economy. OCE purchases a wide array of materials, equipment, and services from Oregon private-sector vendors whenever possible. These purchases, coupled with employee earnings, totaled \$16.5 million in fiscal year 2014-2015. In 2016, OCE will pursue an economic impact analysis for the agency through a Portland, Oregon-based firm.

Benefiting the Citizens of Oregon

Over 1,300 men and women participate in OCE programs throughout Oregon. In the past year, they received over \$2 million in awards for their labor. Adults in custody contribute part of these earnings toward meeting their obligations for victims' assistance, child support, state and federal taxes, and court-imposed fines. Many also help to support their families by sending a portion of their earnings home, reducing their families' financial burden.

\$16.5
million back to
Oregon's economy



\$1.37 million for raw materials
\$2.25 million for adult in custody awards
\$10.26 million for payroll
\$2.4 million for operating expenses
\$.22 million for other

OCE Charitable Donations

OCE values communities' charitable events and organizations, and makes it a priority to support the good work they do. OCE is proud to give back to our communities, demonstrated by donations of various OCE products and services to a number of organizations in 2015.

Beneficiary Organizations

Umatilla County Community Justice	Linda Vladyka Breast Wellness Foundation
Shelly's House, Inc.	Liberty House
Oregon Special Olympics	CAPECO
Breast Friends, Inc.	The Luke Center for Catalytic Leadership
Hermiston Education Foundation	Correctional Peace Officers Foundation
Governor's State Employees Food Drive	Pendleton Baptist Church
Sonrise Baptist Church	Madras Gospel Mission
Umatilla Booster Club	Honoring Heroes, Inc.
Wilsonville Rotary Foundation	

Advisory Council

OCE is proud to introduce and thank its distinguished Advisory Council, which includes professionals from business, labor, and government communities. These advisors serve voluntarily, without compensation, and continually help to evolve and improve OCE's processes and practices through guidance on a variety of business, labor, and financial issues.



Richard Withnell

OCE Advisory Council Chair Richard (Dick) Withnell graduated from Linfield College. Upon graduation, Dick started with U.S. National Bank in installment lending, and soon after went into the car business. He purchased his first car dealership in 1980. In 2002, Dick sold Withnell Motor Company—a Salem Area Chamber of Commerce "Business of the Year"—to his son David. During his 22 years at the Withnell Motor Company helm, Dick served as president of both the Salem and Oregon Automobile Dealers Assns., and as National Dodge Dealer Chair (representing 4,000 Dodge dealers). Recognition of his automotive achievements include his selection as one of 10 finalists

nationwide for TIME magazine's "Quality Dealer Award," and one of eight national finalists for the American International Automobile Dealers Association/Newsweek magazine's "All-Star Dealer Award.

Currently, Dick serves by appointment as the public member of the statewide Governor's Re-entry Council. In addition to his 25 years as a member of Linfield College's Board of Trustees, Dick held governor-appointed positions on the Oregon Education Investment Board, Early Learning Council, the Public Safety Commission for Sentencing Reform, and as chair of the Oregon Commission on Children and Families. He was the 2011 recipient of the "Al and Pat Reser Civic Leadership Award," one of the Governors' Gold Awards. Dick is a member of the Alexis de Tocqueville Society "Million Dollar Round Table" (United Way of America), and he has twice been named "Philanthropist of the Year" by the United Way of the Mid-Willamette Valley. Corban University conferred on him an honorary "Doctor of Humane Letters," and he received the Salem Area Chamber of Commerce's "First Citizen Award."



Nancy DeSouza

OCE Advisory Council Vice Chair Nancy DeSouza is a native Oregonian with 25 years in Oregon state government executive and management service. Currently the Executive Director of Oregon Travel Experience, she previously served as the Executive Director of the Oregon Board of Optometry, Executive Director of the Oregon Board of Parole and Post-Prison Supervision, Public Affairs and Government Relations Manager for the DOC, and Marketing and Communications Manager for Inside Oregon

Enterprises (prison industries work programs prior to OCE's establishment as a semi-independent state agency).

During her time at DOC, Nancy was involved in the implementation of the Prison Industries Enhancement Certification Program (PIECP), the creation of Oregon Correction Enterprises as a semi-independent state agency, and expanding adult in custody work opportunities inside Oregon's prisons.

Nancy is a graduate of the University of Oregon with advanced coursework in Appropriate Dispute Resolution and Organizational Development. Her areas of expertise include public policy, organizational development and change management, dispute resolution, administrative law, legislative affairs, and semi-independent state agency operations.



Kevin Billman

Kevin Billman is a native Oregonian raised in Philomath by a Union Plumber/Pipefitter and full-time mom. Graduating from Philomath High School in 1983, Kevin was in the Honor Society, the Talent and Gifted Program, and on the chess and swimming teams.

In 1989, Kevin became an employee of Fred Meyer Inc. and a member of the United Food and Commercial Workers Union (UFCW) Local 555. In 2001, Kevin was appointed to the UFCW Local 555 Executive Board as a Vice-President, a position he has subsequently

been elected to and still holds. In 2005, Kevin became a full-time union representative for UFCW Local 555, representing many areas in the State of Oregon. Kevin has worked on organizing campaigns as well as negotiating collective bargaining agreements. Kevin has served as the Membership Services Director, Staff Director, and is currently the Director of Legislative and Community Affairs.

Kevin also serves as a trustee on three Taft-Hartley Trusts, a health and welfare plan, a defined benefit pension plan, and a defined contribution 401k plan.



Lauren Forward graduated from Oregon State University where she received a Bachelor of Science in Health Management and Policy, with a minor in Business Entrepreneurship. While attending college, Lauren was a member of Delta Gamma Fraternity where she volunteered and raised awareness through their annual philanthropy for the visually impaired.

Lauren first discovered an interest in health care when she completed an internship

in human resources and employee health at Salem Hospital. She completed a second internship at Avamere where she gained experience in long-term care and skilled nursing facilities. Lauren is currently the Operations Manager for three Great Clips locations (West Salem, The Dalles, and Lebanon).

Additionally, Lauren is the Staffing Coordinator for Maxim Healthcare. Lauren looks forward to continuing her passion for helping people while working on the OCE Advisory Council.



Kevin Mannix is an accomplished attorney, former Oregon Legislator, former Chairman of the Oregon Republican Party, and a dedicated community leader. Kevin graduated from college at the University of Virginia in 1971 and received his law degree from the University of Virginia School of Law in 1974. Kevin has served as a law clerk to the Oregon Court of Appeals; Assistant Attorney General, Oregon; Assistant Attorney General, U.S. Territory of Guam; and Administrative Law Judge, Oregon. In January 1986, Kevin established his own law firm

in Salem, and continues his private practice. He handles wills and business law, as well as legal representation for foundations and nonprofits.

Kevin served five terms in the Oregon House of Representatives and a partial term in the Oregon Senate. Kevin is the author of five successful citizen initiatives: Measure 10, Measure 11, Measure 17, Measure 40, and Measure 73.

Kevin is President of Common Sense for Oregon and the Oregon Anti-Crime Alliance. He is also Chairman of the Board of Directors of Blanchet Catholic School, an independent corporation which he and several other leaders founded in 1995.



Camille Smith was a photographer in their family owned business, Image Inn Photography, from 1983 until the business was retired in 2006. In 1990, during Desert Storm, the studio photographed the wives of our military and donated portraits they could send overseas. Currently, Camille is employed at Bank of America as a part-time Teller Operations Specialist.

Camille's passion is most visible in her volunteer work. Camille volunteered through Bank of America and REACH in 2011 to help in a revitalizing

homes paint and repair-a-thon. Camille currently volunteers at Coffee Creek Correctional Facility, providing one-on-one mentoring of female adults in custody, teaching a one-year, faith-based, pre-release class, as well as helping to facilitate a worship night. The pre-release class teaches seven areas of life training: spiritual, psychological, social, physical, financial, marital, and parental. Camille and her husband, Ron, have been married for 36 years and have two daughters and one grandson. Camille is active in United Cerebral Palsy, 4 Paws for Ability, and March of Dimes. Her grandson, Benjamin, was the Ambassador Child for March of Dimes in 2010.

Performance Improvement

OCE is committed to providing transferrable work skills and training opportunities for every adult in custody.

Continuous performance improvement is critical to the success of any agency. Recognizing that DOC is an agency that is well-run, progressive, nationally respected, touted as having one of the lowest recidivism rates in the nation, and filled with dedicated employees, in 2013 the department began a full operational review. DOC first clearly defined what they do every day. This work is codified on the Fundamentals Map, which covers the major components of DOC's work and sets measurements around those major components. The Fundamentals Map strategically aligns the agency's mission, shared vision, values, and key goals; it also sets measurements on daily core processes and department outcomes. This ensures the department continually aligns its strategic initiatives with those directly impacting the fundamentals important to the agency and outcomes that work for Oregon. Outcomes of this process include: a common language to operate the organization, increased ownership and

accountability, more fact-based/data-driven decisions and actions, improved transparency, and enhanced teamwork and collaboration. DOC refers to its performance management system as Correctional Outcomes through Research and Engagement (CORE).

Under DOC's CORE Fundamentals Map, Core Operating Process 4 - Providing Inmate Work Opportunities and Outcome Measure 11 - Inmate Jobs, CORE tracks and measures DOC's performance in providing work opportunities under Measure 17 to ensure adults in custody work as hard as Oregon taxpayers. OCE contributes to DOC meeting its CORE goals by providing work experience, soft skills training, and work skills certification training. While DOC conducted its operational review, Director Peters instructed the OCE Administrator to do the same. OCE conducted the review and created a performance management system. Then OCE created a plan to systematically change the agency culture to one

of data-driven decision making, transparent interactions with all, enhanced teamwork, and increased accountability. Following the same continuous performance improvement model as DOC, OCE refers to its performance management system as Transparent Results to Advance Interactions & New Solutions (TRAIN).

OCE monitors performance for 90 individual core process and agency outcome measurements, each of which drives performance improvement efforts that allow both agencies to achieve their missions, shared visions, values, and key goals. Each measure is reviewed on a quarterly basis and, to date, OCE has held seven quarterly target reviews. These measurements provide needed accountability to evaluate agency performance. This management system encourages all OCE staff to engage in the improvement process and empowers them to take action and improve outcomes.

We are **transparent** in the work we do, modeling integrity to the adults in custody who work and train in our programs.

We practice outcome-based management, focusing on **results** to assist the Department of Corrections in improving public safety by reducing recidivism.

We do this work to **advance** adult in custody work and soft skills, helping them to secure employment upon release.

We model a good work ethic. Our **interactions** with adults in custody and our fellow corrections colleagues alike are a model of professionalism.

We continually seek out **new solutions** and more efficient ways to conduct daily business and train adults in custody using methods with the most impact.



\$67,295 paid to victims assistance



75% employee participation in the health engagement model

Measure Name	Measure Calculation	Red	Yellow	Green	Target	Desired Direction	Measure Trend	12/31/2014 Measure	3/31/2015 Measure	6/30/2015 Measure
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OM11 - Inmates Assigned to OCE Programs, Process Owner: B Ward

Inmates assigned to OCE programs	Average number of inmates assigned to OCE programs	< 1,200	1200-1400	> 1400	1,500	↑		1,316	1,328	1,326
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OP4 - Managing Inmate Workforce, Process Owner: B Ward / B Cannard

% of High Risk Inmates Working	Avg % of inmate workers classified as moderate or high risk	< 22%	22%-24%	> 24%	26%	↑		25%	25%	25%
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Certificates Awarded	Avg # inmates graduating from Certification program per month	< 45	45-54	> 54	60	↑		55	55	55
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Managing Inmate Awards	Avg # of award corrections per month as a % of inmate workers	> 2%	1.5%-1%	< 1%	1%					
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Misconduct Reports	Avg # inmates assigned to OCE who receive OCE-related misconduct reports per month	> 2.5	2.5-1.5	< 1.5	1.5					
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# of Hours Worked	Avg # hours worked per inmate per week	< 30								
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Contact Center Inmate Worker Turnover	Avg annual inmate worker turnover rate in contact center									
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Performance Review										
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\$ 2.97% increase in revenue over 2014



4% increase in certificates awarded over 2014

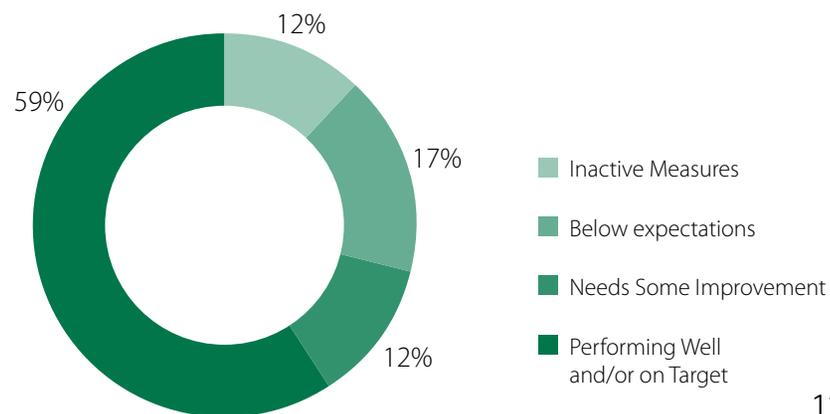


\$2.75 million contact center savings to the state of Oregon



1,337 AIC engaged in OCE programs

Measure Performance Fiscal Year Ending 2015



Our People, Our Success

Success in any organization essentially comes down to its PEOPLE. It is OCE's people who help make a difference in the lives of those participating in our programs and provide a solid foundation of caring and commitment to encourage changes in the lives of those we serve.

In 2015, there were just over 100 staff members within the OCE organizational structure. The Administrator and Deputy Administrator have 16 executive level staff who directly report to them and make up the agency's Executive Management Team. This team of individuals directly supports the administrators in major agency policy decisions and strategic

initiatives. Reporting to the Executive Management Team are the 11 Program and Production Managers. The Program and Production Managers supervise more than 70 production and support staff who oversee more than 1,300 adults in custody on a daily basis. This team is truly engaged in furthering OCE's mission, shared vision, and values. Through daily interactions,

OCE mentors, coaches, and teaches work ethics to the men and women incarcerated in Oregon, many of whom did not hold regular employment before incarceration. Service to adults in custody and to customers in the state of Oregon is OCE's top priority. Customers and partners are encouraged to contact OCE with any questions or concerns.





Our Manager and Employee of the Year, Barbara Cannard and John Kilander, with Administrator Ken Jeske.

Manager of the Year Barbara Cannard

Barbara (Barb) Cannard was selected as OCE's 2015 Manager of the Year because of her commitment to improve OCE and increase public safety. Barb provides excellent customer service to both her external and internal customers. She is an excellent resource for her peers and managers, and she is often the "go to" person for assistance. Barb is phenomenal because not only does she do an extremely high volume of work, she does it amazingly well. Barb has been actively involved in TRAIN and CORE since their inception. She volunteered for the first OCE 7-Step Problem Solving Team, which analyzed why OCE's Print operation was struggling to maintain consistent working hours for adults in custody. She sponsored the team that analyzed root causes, gathered data, and created and implemented an improvement plan.

Barb is a member of several workgroups to improve both OCE and DOC operations. She is a part of the Employment Skills for Re-entry Steering Committee, which will build on the current employment skills programs to enhance inmate success upon re-entry to the community. She is working on a team to re-evaluate the effectiveness of the current awards system in place for those adults in custody who work or train within DOC. She is also an integral part of ensuring both OCE and DOC statistics for work and training opportunities are properly gathered. Her drive to work efficiently, combined with over 20 years of experience with DOC and OCE, contributes to the success of each workgroup. She is a true teacher and often works behind the scenes without credit. Congratulations Barb on your recognition as OCE Manager of the Year!

Employee of the Year John Kilander

John Kilander was selected as OCE's 2015 Employee of the Year for his continued hard work and dedication to the OSP Laundry Sort unit and, more importantly, the OCE and DOC partnership. He helps oversee 43 adults in custody who sort customers' linen to ensure contraband has been removed and the linen is prepared for processing. John is the lead worker and directs the Customer Service Coordinators to ensure deliveries are performed in a timely manner with minimal errors. He is always willing to meet every customer need quickly because he knows the importance of maintaining positive relations with stakeholders.

This year, the OSP Laundry experienced a 10% increase to the 17 million pounds processed annually. John and his team

have maintained a high quality standard despite the increase and worked diligently to overcome significant challenges. In addition, John showed his commitment to the organization by taking on additional responsibilities and managing Laundry Sort during the transition of two general managers without a direct manager's assistance. John supports the mission of OCE and DOC and promotes public safety. He does this by modeling a good work ethic for his co-workers to follow and, more importantly, holding the inmates accountable and being a good role model, mentoring and coaching them to succeed. Congratulations John on your recognition as OCE's 2015 Employee of the Year!

OCE Work Skills Certification

The backbone of OCE's mission is the Work Skills Certification Program designed to help qualified adults in custody develop the skills and attitudes needed to enhance their opportunities to re-enter society and secure employment upon release.

Federal statistics show two-thirds of recidivists were unemployed prior to incarceration, making rehabilitation and training crucial factors in public safety. OCE's goal is to build confidence and skills in preparation for re-entry, and, ultimately, aid in successful employment after release.

The Works Skills Certification Program is a 12-month industry curriculum. Staff designated as proctors issue training materials, administer tests, and provide

performance evaluations for participants. All materials and tests are archived safely on site, and weekly scores from all industries are recorded in a data tracking system. Upon program completion, a program participation summary sheet and certificate of completion are provided. After release, people use their training and certification to assist with job searches.

Similar to the Federal Job Corps model, participating adults in custody receive entry-level experience with technical

and industry-specific skills, as well as training to help develop social skills and work ethics. They learn decision-making, social interaction, teamwork, reliability, follow-through, and accountability. As closely as possible, the program replicates a real-world experience to best prepare those releasing to compete for jobs in the community.



224
certificates
awarded

- 72 Commercial Laundry
- 48 Textiles
- 47 Laundry Sort
- 15 Computer-Aided Design
- 12 Sign Design
- 12 Wood Fabrication
- 7 Welding
- 6 Commercial Printing
- 3 Commercial Sewing
- 1 Commercial Upholstery
- 1 Mail Fulfillment

Bureau of Labor and Industries (BOLI)

Industry-recognized training and certification opportunities are an important component for preparing those in custody to successfully obtain employment upon release. Employers value industry-recognized training and, beginning in March 2015, the OCE Offender Services and DOC Workforce Development units partnered to expand training opportunities in the Metal Shops at Oregon State Penitentiary (OSP) and Mill Creek

Correctional Facility (MCCF). Under an Oregon BOLI training framework, participants log a minimum of 2,000 hours of structural metal work and validate their practical skills with a hands-on, industry-approved structural welding test. BOLI has stipulated five designated participant slots at OSP and four at MCCF. All have been eagerly filled. The new welding program

opportunity further enhances skill development and helps adults in custody to obtain employment upon release with a recognizable and portable industry certification.

Expansion of our joint DOC/BOLI programming continues as we launch a new Custodial Training Program at both Two Rivers Correctional Institution and Snake River Correctional Institution in the fall.

The Program Process

Three components contribute to the high quality and positive results of our Work Skills Certification program:

Eligibility - requirements ensure participating adults in custody are willing to work hard, learn new skills, and undertake the challenge of turning their lives around;

Data Tracking - allows our staff to assist adults in custody, track their progress, and gather data to improve and grow our programs; and

Certification - our programs offer certifications at two different levels.



9

participants

Eligibility

In order to participate in our Work Skills Certification program, adults in custody must:

- Have at least six months of clear conduct.
- Be within six years of their release date.
- Possess a high school diploma, GED certificate, or be in the process of obtaining a GED within a specified period of time.
- Be compliant with all other institution programming.

Certification

Our certification process allows designated industry managers and certified proctors to track adult in custody progress through certification at two different levels:

- Certificate of Participation - A six-month program to safely orient workers in the Laundry Sort operations.
- Work Skills Certificate - A 12-month industry-specific training program.

Work

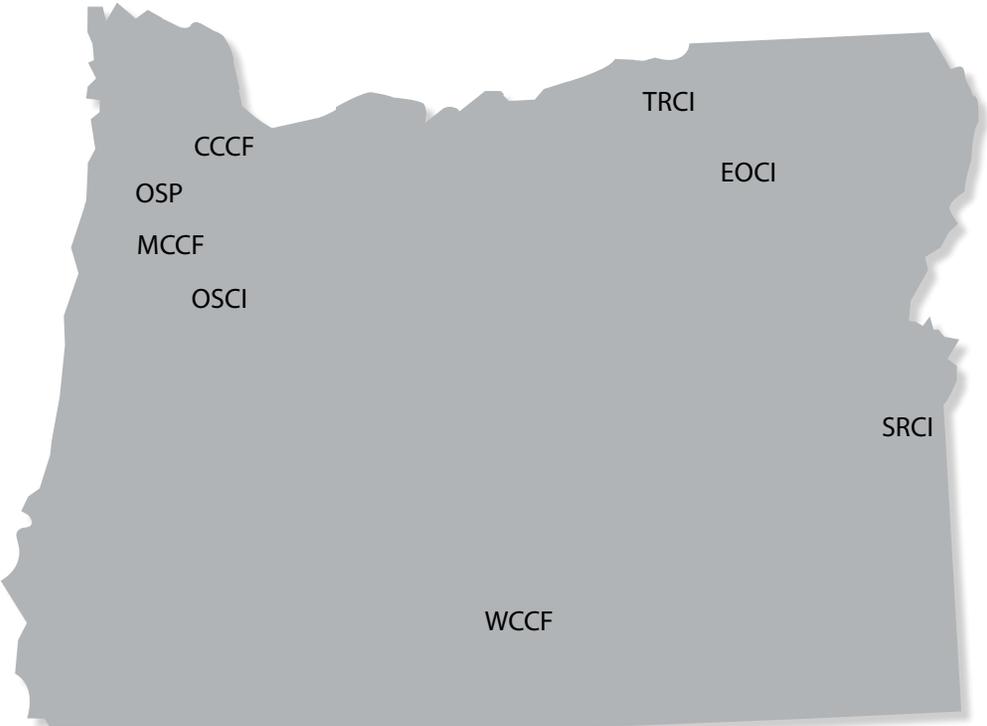
The adult in custody continues to work in an OCE program, enhancing technical skills.

Employment

The OCE certificate, program participation, and summary sheet can be used as a starting point for building a resume and filling out job applications.

Year of Growth

Prison industries have existed in Oregon for over 150 years. Created in 2000 in response to Measure 17 legislation and now in its 15th year operating as a self-sustaining semi-independent state agency, OCE has experienced another period of growth. With an improved economy and increased sales staff, a new record high in total revenue was set. As a result of the increase in sales, a number of additional records were set in other key areas: number of individuals participating in OCE programs, total hours worked, and total awards paid. The increase in participation directly supports the statutory requirement that those in custody participate in education and/or work full-time. In 2015, an average of 1,337 adults in custody participated in 24 OCE programs in eight correctional institutions.



Coffee Creek Correctional Facility (CCCF), Wilsonville

	
• Scanning	2
• Sewing	4
• Contact Center	23
• CRC-CAD + Textiles	30

Oregon State Penitentiary (OSP), Salem

	
• Laundry	272
• Contact Center	120
• Computer-Aided Drafting	9
• Metal Fabrication	37
• Wood Fabrication	65

Eastern Oregon Correctional Institution (EOCI), Umatilla

	
• Laundry	24
• Garment Factory	57
• Embroidery	5
• Contact Center	59

Snake River Correctional Institution (SRCI), Ontario

	
• Laundry	27
• Sign Fabrication	19
• Contact Center	167

Mill Creek Correctional Facility (MCCF), Salem

	
• Metal Fabrication	10
• Laundry Sort	45
• Warehouse	7

Two Rivers Correctional Institution (TRCI), Umatilla

	
• Laundry	158
• Upholstery	8
• Wood Fabrication	33

Oregon State Correctional Institution (OSCI), Salem

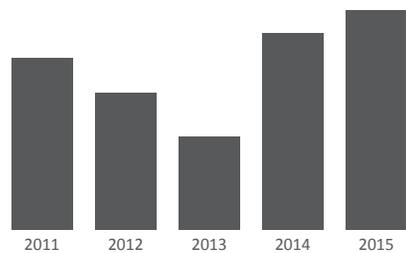
	
• Contact Center	23
• Print Services	59
• Mail Fulfillment	11

Warner Creek Correctional Facility (WCCF), Lakeview

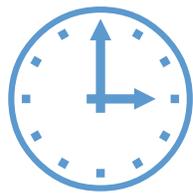
	
• Contact Center	63



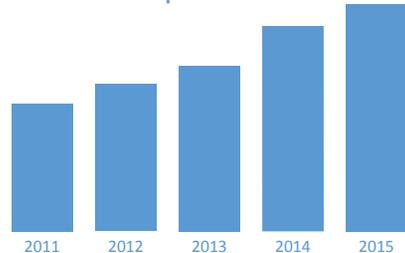
Total Revenue



Revenue for 2015 totaled \$25.6 million.



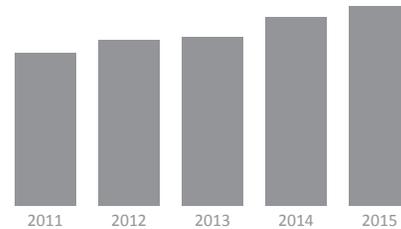
Adult In Custody Participation Hours



AIC hours totaled 2.02 million for 2015.



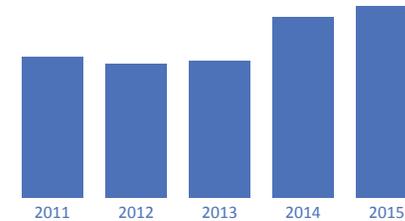
Adult in Custody Participation in OCE Programs



Increased to 1,337 individuals assigned in 2015.

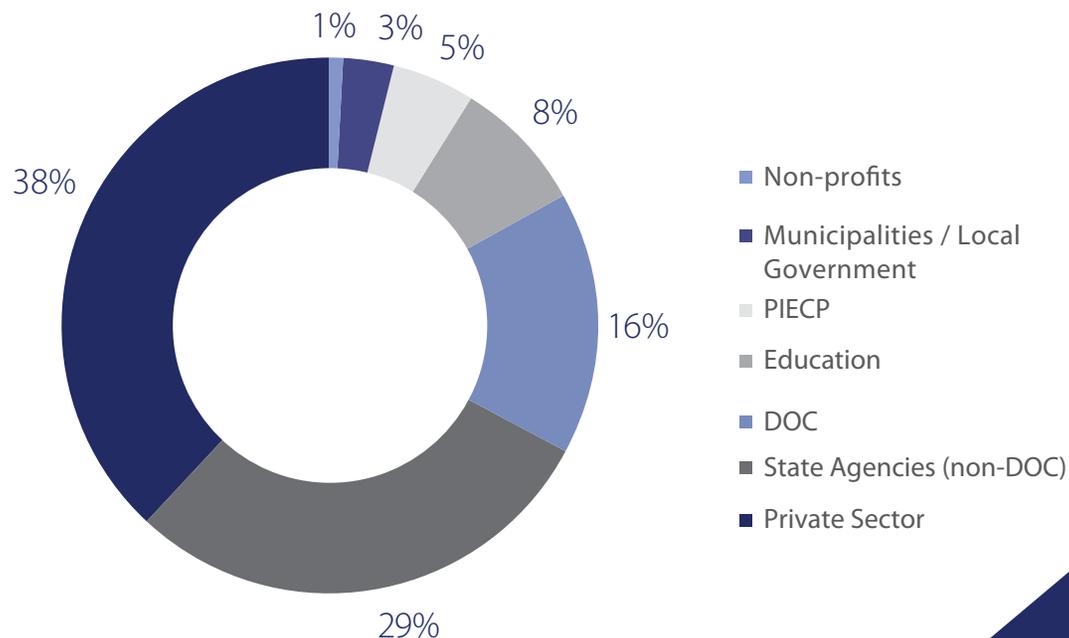


Adult in Custody Awards



\$2.35 million in total monetary awards to participants.

Fiscal Year 2014-2015 Sales by Industry Type





Laundry

OCE laundries provide a critical service to both the Department of Corrections and local community partners. OCE has 526 individuals who work in laundries located in Salem, Pendleton, Umatilla, and Ontario.

OCE laundries follow all Centers for Disease and Prevention Control (CDC) standards of infection control and prevention for transporting, sorting, washing, drying, and handling soiled and clean linen. A national commercial laundry consultant prescribes all wash programs for specific types of linens to ensure proper outcomes.

The benefits of these opportunities include keeping adults in custody productive, which helps maintain prisons that are safe for both themselves and staff. OCE staff model positive, trustworthy, respectful behaviors, which creates

positive changes to help adults in custody become productive citizens, better parents, and dependable family members. Our state and local communities benefit from putting those in custody to work because these jobs prepare them for their release back to the community.

Customers benefit by owning and managing their linen supplies. This is an advantage over other laundry options that require the customer to purchase linen from the laundry provider and pay for additional services, such as folding, pressing, or wrapping. Community partners appreciate the flexibility offered and the quality of service provided. Customers boast about OCE's ability to consistently make on-time deliveries, even during difficult weather conditions.

Certifications



72

Commercial Laundry

47

Laundry Sort



526
participants



24.4
million pounds
of laundry



Contact Centers

OCE has been operating secure contact centers for nearly 30 years in Oregon, in partnership with both the public and private sectors. Located in Salem, Wilsonville, Pendleton, Lakeview, and Ontario, OCE provides 455 men and women with work opportunities in these business units.

Participants must first pass an extensive security background check. All candidates are screened for concerns regarding institution security risks, past computer or telephone fraud, identity theft convictions, conflicts with other adults in custody, and any current, prior, and/or pending investigations. All telephone contacts are recorded. In addition, staff conduct live monitoring of each telephone agent on a

regular basis for quality assurance and adherence to established policies.

For added security, the contact centers utilize a kiosk mode. This mode takes the agent directly into the contact center programs and limits them to work with fields within the application. When finished, the agent can only log off the system; there are no other user options available.

OCE's capacity for contact centers is 550 seats. OCE actively works toward filling all available seats throughout the state. OCE seeks companies looking to bring jobs back to the USA and trains skilled, dependable service agents.

As with all OCE programs, contact centers focus on teaching meaningful work methods and professional communications methods to assist in bridging the gap between incarceration and employment upon release. Adults in custody receive on-the-job training and a chance to develop their confidence and work ethic. This experience is proven to change their outlook on life while incarcerated and helps better assist them in making a successful transition into Oregon's communities.



455

telephone agents



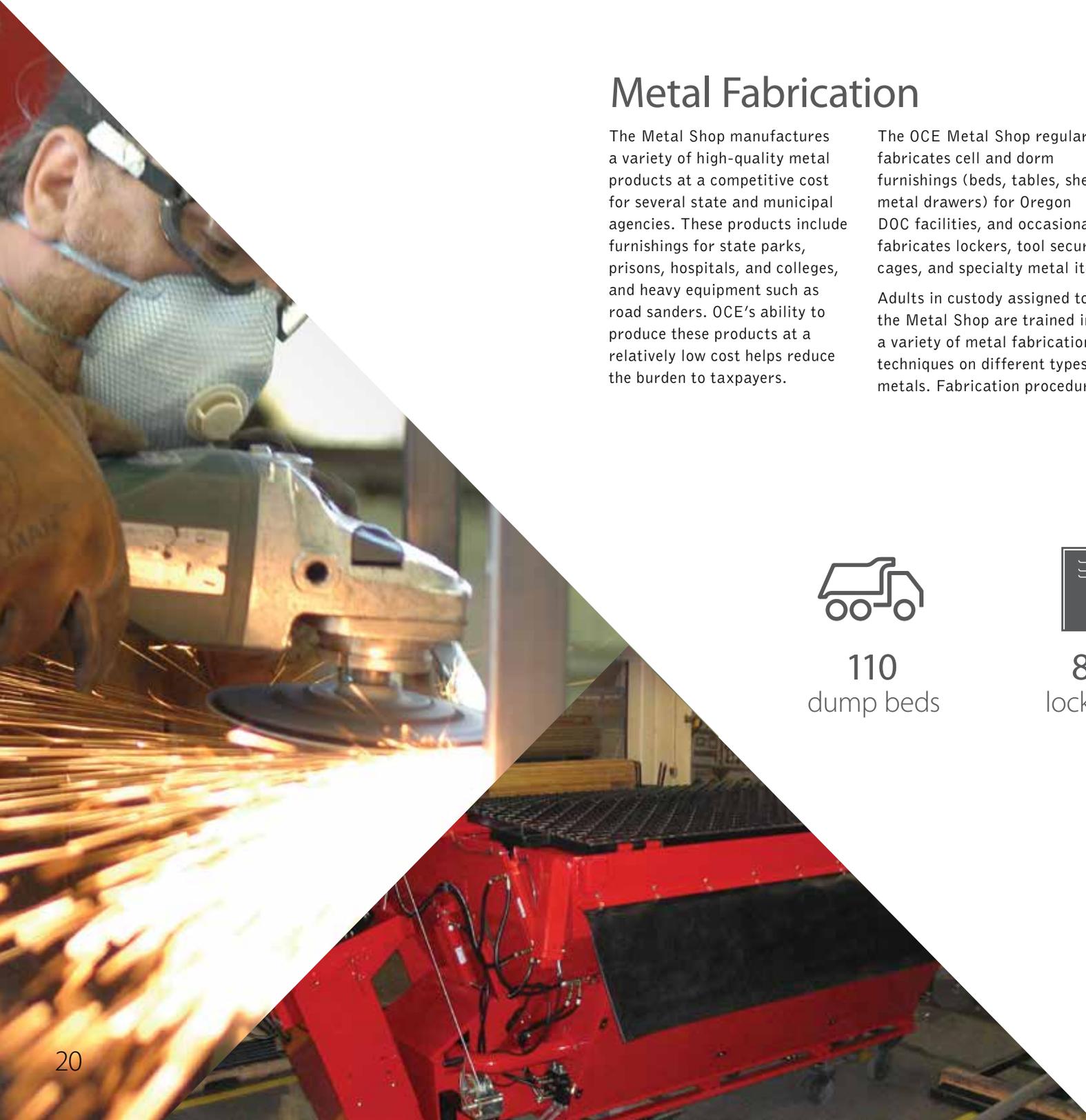
745,872

contact center hours



5%

increase in hours worked



Metal Fabrication

The Metal Shop manufactures a variety of high-quality metal products at a competitive cost for several state and municipal agencies. These products include furnishings for state parks, prisons, hospitals, and colleges, and heavy equipment such as road sanders. OCE's ability to produce these products at a relatively low cost helps reduce the burden to taxpayers.

The OCE Metal Shop regularly fabricates cell and dorm furnishings (beds, tables, shelves, metal drawers) for Oregon DOC facilities, and occasionally fabricates lockers, tool security cages, and specialty metal items.

Adults in custody assigned to the Metal Shop are trained in a variety of metal fabrication techniques on different types of metals. Fabrication procedures

regularly performed in the Metal Shop include design, grinding, welding, cutting, forming, and finishing of metal products.

Working in the Metal Shop for any significant length of time allows participants to develop a positive work ethic and social skills to enhance their opportunities for gainful employment upon re-entry to the community.



110
dump beds



80
lockers



10
sanders

Certifications



7
Welding

Wood Manufacturing

OCE operates two Furniture Factories – one at the Oregon State Penitentiary in Salem and the other at Two Rivers Correctional Institution in Umatilla. Both manufacture a variety of high-quality wood products at a competitive price for numerous state and municipal agencies throughout Oregon. Wood products include dorm furnishings for Oregon colleges and universities, as well as customized and stock office furniture for various government agencies.

The Furniture Factories purchase

lumber and hardware from local vendors whenever possible. These purchases provide revenue to local companies, helping keep people employed in Oregon.

Adults in custody are encouraged to learn a variety of woodworking and machine skills. Individuals advance to jobs with additional responsibility and difficulty as they learn more complicated tasks. This mirrors the merit system they will likely encounter when they are released from incarceration and secure employment in the community.

This program also provides

the opportunity for workers to acquire training and practical experience in computer-aided drafting and design software.

Participants in OCE's Furniture Factories learn valuable work and life skills, which promote good behavior inside prisons. These pro-social behaviors lead to increased safety and security for DOC and the surrounding communities. Additionally, the adults in custody who participate in the Furniture Factories are trained in skill sets that help them successfully re-enter the community.



1,161
beds

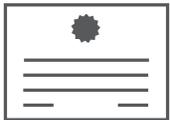


1,104
desks



798
tables

Certifications



12

Wood Fabrication

1

Commercial Upholstery



Mail Fulfillment

The Mail Distribution shop is located at Oregon State Correctional Institution in Salem.

The mailroom is an integral part of the print operation. With 11 participants, this program distributes a high volume of orders. As the projects are completed, they are distributed in bulk or individually through the local United States Postal Service. Purchases made for both programs benefit our local vendors.

Document Scanning

The document preservation scanning operations continue at Coffee Creek Correctional Facility. The goal is to assist agencies in reducing archived paper products and save money on storage costs. The scanning operations have trained adults in custody to scan, digitize, and archive using current technology. Those who train in this program will gain transferrable skills used in the marketplace today.

Certifications



6

Commercial Printing

1

Mail Fulfillment

Print Services

The Print Shop, located in Oregon State Correctional Institution in Salem, specializes in press, bindery, and computer graphics. The shop creates letterhead, business cards, envelopes, and carbonless forms for most state agencies through Department of Administrative Services Print and Distribution (P&D). Print is a value-added process that saves agencies time and money.

These programs enhance an adult in custody's ability to work together in a team environment. Organizational skills, improved work ethics, teamwork, appearance, and attitude all play a role in making these shops successful.

The print and scanning operation provided 59 individuals work opportunities in 2015.

OCE now offers design, printing, and scanning of most forms, surveys, and tests. We utilize Optical Mark Recognition (OMR) and imaging scanners to produce and process surveys for data collection.





996,360
pieces mailed



9,574
total print jobs



38
million pieces
printed



10
scanning jobs

Garment & Embroidery

The garment program was established in 1989 to clothe Oregon's adults in custody. Today, OCE manufactures employee uniforms for various state and local industries, as well as the Prison Blues® clothing line. Prison Blues® work wear is sold in the United States, Europe, Japan, and Australia. We are proud to offer 100 percent U.S. made Prison Blues jeans. OCE's goal is to expand our market area even more in the

coming year by continuously looking for new partners to promote and sell these products.

The embroidery program provides custom embroidered emblems, clothing, hats, and bags. This manufacturing program enables private businesses to offer additional products and services to their customers. On a local level, the embroidery program continues its partnership with Pendleton community leaders to provide products

for the world-famous Pendleton Roundup.

Individuals working in these programs learn basic manufacturing skills, multi-tasking, teamwork, communication skills, and how to program and operate the computerized equipment used in this industry. Over 60 individuals are involved in these programs at Eastern Oregon Correctional Institution in Pendleton.

Certifications



3

Commercial Sewing



8,587

Prison Blues® hickory shirts



55,230

jeans

Signage

The Sign Shop's primary focus is quality. Since 1997, the shop has manufactured thousands of signs, plaques, and name tags, realizing substantial savings to state agencies, government organizations, businesses, and schools throughout the Northwest.

All signs are constructed to meet state and federal standards and specifications. Staff and adults in custody take pride in high-quality products and the process used to produce the signs. Only the highest quality 3M™ films and sheeting are used for durable and cost-effective applications. We use "Lay-Up" colored films and sheeting, using negative

and/or positive weeding methods to achieve excellent quality.

Work teams include highly skilled artists and signage professionals trained in design, layout, and manufacturing. This program provides the opportunity for workers to acquire training and practical experience in computer-aided drafting and design software, sign preparation, and lay-up of high density overlay and aluminum substrate signs. Additionally, some workers will learn to operate Computer Numerical Control (CNC) route and rotary engraving equipment. Individuals receiving on-the-job training in this program gain

knowledge of industry sign design standards.

An abundance of custom design work provides the opportunity to demonstrate imagination and creativity while gaining valuable design experience producing signage, banners, and plaques. Of equal value are the self-esteem, confidence, and pride experienced on an everyday basis. All of these skills and values help adults in custody in their efforts towards successful re-entry into society.

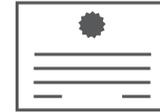


17,190
products produced



9,423
vinyl signs

Certifications



12
Sign Design



Looking Forward

OCE is dedicated to continued growth in work and training opportunities, while maintaining self-sustainability in its programs to continue to reduce costs to taxpayers in Oregon. New business development and marketing strategies are underway to ensure the agency reaches its goals and targets.

Organizational Goals

1. Continue to diversify OCE work certifications with an emphasis on industry-recognized training and certifications.
2. Explore new methods of delivering training and certification programs.
3. Develop pools of trained participants who can sustain OCE business operations and transition upon release as qualified employees.
4. Through the Advisory Council and the Business Strategy Team, grow and develop community partnerships with key industries, non-profit organizations, and labor unions.
5. Develop trained workers with skills to match the current and future job market.

As next year approaches, OCE continues to seek opportunities to assist DOC in developing work programs. To accomplish OCE's goals, provide support to DOC, and ensure agency efforts reflect the needs of the community, OCE will continue to be a representative on the Governor's Re-Entry Council, Business Implementation Team. OCE will continue to practice transparency in all business aspects and leverage the experience and skills provided by our Advisory

Council to establish a Business Strategy Team of community-based business leaders to develop opportunities that work for Oregon.

OCE, through the National Correctional Industries Association, will seek ways to strengthen partnerships with neighboring states' correctional industries.

OCE, along with its Advisory Council, has placed an emphasis on establishing more training opportunities at Coffee Creek

Correctional Facility to better prepare women in custody with viable work skills when released.

Oregon is the focus of OCE's mission. As new opportunities are explored, benefits are realized through purchasing of local materials, delivering quality services, and improving public safety by providing meaningful training to adults in custody. OCE's future is focused on providing value and efficiencies for DOC and the citizens of Oregon.





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