



Annual  
Report 2018



# CONTENTS

Joint Letter from the Director and Administrator .....	3	■	Laundry .....	26	■
An Introduction to OCE.....	4	■	Contact Centers .....	27	■
How OCE Supports DOC.....	5	■	Print Services.....	28	■
How OCE Defines Success .....	6	■	Mail Fulfillment.....	28	■
Showcasing Success - 2nd Chance Employer .....	7	■	Survey .....	29	■
Year in Review .....	8	■	Graphic Design .....	29	■
How OCE Contributes to Our State.....	8	■	Metal Fabrication .....	30	■
OCE Charitable Donations.....	9	■	Wood Manufacturing.....	31	■
Beneficiary Organizations.....	9	■	Garment & Embroidery .....	32	■
Advisory Council.....	10	■	Upholstery .....	33	■
Performance Improvement.....	13	■	Signage .....	34	■
Emergency Preparedness .....	14	■	Office Services .....	35	■
OCE Work Skills Certification .....	18	■	Career Resource Center .....	35	■
Bureau of Labor and Industries (BOLI) .....	19	■	General Labor .....	35	■
Reducing Environmental Impact.....	20	■	Showcasing Success - 2 <sup>nd</sup> Chance Employer .....	36	■
A Year in Review.....	22	■	Looking Forward .....	38	■
Premie Clothes .....	24	■	Organizational Goals .....	39	■
OCE Designs Oregon's Governor's Appreciation Coin ...	25	■	Future.....	39	■

# Joint Letter from the Director and Administrator

Welcome to Oregon Corrections Enterprises' (OCE) 2018 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 learn what OCE programs mean to participants through their own words. 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 18th anniversary of OCE's operation as a self-sustaining semi-independent state agency and another year of notable success. More than 2,300 individuals in OCE programs worked over two 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 those in our custody return to their families and communities.

We would like to thank our partners and customers. It is through your purchases and patronage 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





This picture of the OCE Administration office was taken at 10:17 AM during the 2017 solar eclipse.



City of Gervais furnishings were designed and constructed by Oregon State Penitentiary and Two Rivers Correctional Institution manufacturing.

## An Introduction to OCE

Oregon Corrections Enterprises is working for Oregon. Our team members work with Oregon's adults in custody (AICs) 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 AICs. 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 works with AICs to instill confidence and work ethic, and provide them with the tools and skills they need to succeed after release. Today, over 1,400 AICs from 10 of the 14 state's correctional institutions participate in OCE work programs; 53 percent of these individuals will be released within six years, 26 percent are designated with a moderate-to-highest-need mental health status, and 25 percent 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. Revenue generated through the sale of products and services produced by AICs provides the agency's operating budget.*

*Experiences through OCE change an AIC's outlook on life, helping them be better equipped to make a successful transition into Oregon's communities. In addition, work assignments help participants pay their debts and provide support to their families.*

## How OCE Supports DOC

OCE plays an important role in implementing DOC's Oregon Accountability Model (OAM). Through developing positive work ethics and job skills, OCE assists AICs 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 AICs 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's mission directly supports DOC and the OAM by providing work opportunities - a key*

*component to behavioral change. OCE works in line with the OAM through daily work and training interactions with those in custody. 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/AIC 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 AICs and model positive work ethic 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 10 institutions in 25 separate businesses, opportunities are provided to over 1,400 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.



## How OCE Defines Success

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

When evaluating the OCE Mission Statement, four distinct components can be found:

**In partnership with the Oregon Department of Corrections** – While OCE is noted separately from DOC in a listing of state agencies, OCE is a semi-independent state agency operating under the authority of the Director of DOC, and usually within the perimeter of a correctional facility. OCE and DOC team members work together in OCE shops; on process improvement teams; and on recruitment panels for both agencies. Working together increases the success of both OCE and DOC.

**Promote public safety** – Public safety success can be measured in multiple ways. One method is reduced recidivism. The 2018 Year in Review section of this report discusses this measure in greater detail. Public safety can also be measured by a different data set. Keeping those in custody occupied in work and training opportunities reduces the likelihood of misconduct against OCE/DOC staff and the individuals in their care, thus keeping Oregon's prisons safer – another measure of success.

**Providing AICs with work and training opportunities** – OCE works diligently to assist DOC with meeting the Oregon constitutional mandate requiring all AICs to be involved in work/training and education opportunities for a minimum of 40 hours per week. OCE chooses opportunities that will reach as many AICs as possible to help them learn transferrable skills and obtain certifications to evidence their training.



**In a self-sustaining organization** – OCE receives no direct tax or Emergency Board funding. OCE survives by selling quality products and services and reinvesting the proceeds into its operations, including payroll to our staff and monetary performance awards to the AICs who participate in our programs.

**The true measure of success** – When adding the four components of the OCE mission together, the true measure of OCE's success is apparent – adults who behave appropriately while participating in OCE's offerings, who learn both the soft and technical skills needed to secure

employment upon release, and who become productive law-abiding citizens while supporting their families and their communities. Appearing throughout this annual report are stories of success told by those who participated in OCE opportunities and are now living successful lives in Oregon communities.

## Showcasing Success -

# 2<sup>nd</sup> Chance Employer - Access2online



Private partnerships like this program provide a direct link to reduced recidivism through employment within the first 90 days of release.

In May, Oregon Correctional Enterprises (OCE) announced the successful startup of a new work program for incarcerated women at Coffee Creek Correctional Facility (CCCCF). Five women completed months of rigorous training and testing to become Trusted Testers certified by the Office of Accessibility Systems and Technology under the Department of Homeland Security.

Through OCE's partnership with Access2online, the company which operates the work and training program inside CCCC, these five women are now qualified to test websites (in an offline environment) for accessibility to the visually impaired. Their expertise joins the national effort to allow the visually impaired to benefit from the internet; a tool that has become an essential part of life in most of the world.

*While the Access2online program is relatively new to the prison environment, it is already supporting successful transition from incarceration into Oregon communities.*

While the Access2online program is relatively new to the prison environment, it is already supporting successful transition from incarceration into Oregon communities. Upon release from prison, the first two participants in the program had jobs waiting for them with the Access2online corporate office. Ninety-five percent of the men and women incarcerated in Oregon's prisons will ultimately release from Oregon Department of Corrections custody. Plans to grow the Access2online program include training and employing additional women at CCCC as well as adding satellite programs at other Oregon institutions.

Those releasing from incarceration are discovering how essential the internet is for everyday life. Most job applications, information

about public services, and even grocery orders can be processed online; but many AICs have never touched a computer, let alone surfed the web. While American prisons do not allow AICs to have unfettered access to the internet, most states, including Oregon, have developed offline environments or secure, direct portals to specific sites which allow for education, training, and production. Industry-recognized certifications are difficult for those in custody to obtain because most testing is done online, but the recent partnership with ODOC, OCE, Access2online, and the Department of Homeland Security is evidence that difficult does not mean impossible.

## How OCE Contributes to Our State

Oregonians will be encouraged by OCE's work in 2018. The agency continues to be self-sustaining and has trained 2,334 AICs in a wide range of transferrable skills. OCE helps create safer prisons and reduces costs to taxpayers.

### Satisfying Citizens' Expectations

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

*Our work programs assist DOC in holding AICs accountable for their behavior and performance, 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.*

### 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.*

*The Post-Release Employment Project (PREP) report posted by the Federal Bureau of Prisons 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 AICs are better prepared to re-enter society than when they entered prison.*

### 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 AICs in meaningful work where they learn skills that are transferable to jobs in our communities.*

*Through its new business development efforts, OCE partners with private sector businesses and pursues programs that teach transferrable skills to the greatest number of AICs. These skills prepare program participants for release to work in similar jobs for private sector employers. These employers are committed to improving Oregon by reducing recidivism and helping to rebuild families and communities by offering second chances through living-wage jobs.*

*Over the past fiscal year, there have been a number of opportunities for OCE to collaborate with private sector businesses. OCE evaluates each opportunity in depth to maximize the benefit to those in our programs and minimize potential displacement to the Oregon economy. OCE will continue to seek collaborative partnerships while taking measures to avoid competing with the private sector.*

### Contributing to the Safety of our Prisons

*When AICs engage in productive activities, Oregon's prisons are safer. Last year, OCE participants worked approximately 2.3 million hours, reducing prison misconduct and providing a positive impact on one of the lowest number of segregation beds in recent history.*

### Contributing to Oregon's Economy

*By providing work and training programs for AICs, OCE also provides jobs for just over 100 Oregon citizens. 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 approximately \$25.3 million in fiscal year 2017-18.*

## Benefiting the Citizens of Oregon

Over 1,400 men and women participate in OCE programs throughout Oregon. In the past year, they received over \$2 million in awards for their labor. AICs contribute part of these earnings toward meeting their obligations for victims' assistance, child support, state and federal taxes, and DOC and court-imposed fines and fees. Many also help to support their families by sending a portion of their earnings home.

# \$25.3

million back to  
Oregon's economy

- \$3.4 million for raw materials
- \$2.4 million for AIC awards
- \$12.8 million for payroll
- \$6.5 million for operating expenses
- \$.4 million for other



OCE purchases of in-state raw materials help keep jobs in Oregon.

## OCE Charitable Donations

OCE values community 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 2017.

## Beneficiary Organizations

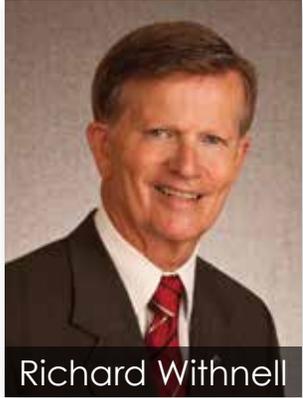
Correctional Peace Officers Foundation  
United Way of Umatilla and Morrow Counties  
CAPECO  
Hermiston Junior Academy  
Honoring Heroes  
Oregon State Sheriffs' Association

Boardman Community Development Assoc  
Helix Grizzlies Booster Club  
Marion County Food Bank  
Wilsonville Rotary Foundation  
Umatilla Booster Club

"The Marion County Sheriff's Office would like to thank you for your donation to the Marion County Sheriff's Office's 2nd Annual Raffle and Auction Benefiting the Special Olympics of Oregon. With your help, we raised over \$4,300 to help fund competitive sport for close to 14,000 Oregonians with intellectual disabilities."

## 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 Chairman 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 to his son, David. During his 22 years at the Withnell Motor Company helm, Dick served as president of both the Salem Automobile Dealers Association and the Oregon Automobile Dealers Association, as well as the National Dodge Dealer Chair (representing 4,000 Dodge dealers).

Recognition of his automotive achievements included being selected as

the recipient of the "Business of the Year," "Employer of the Year," and "Showcase" awards from the Salem Area Chamber of Commerce.

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 served three years as the public member of the statewide Governor's Re-Entry Council.

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 Chairman Nancy DeSouza is a native Oregonian with 24 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 AIC work opportunities inside Oregon's prisons.

Nancy is a Phi Beta Kappa 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.



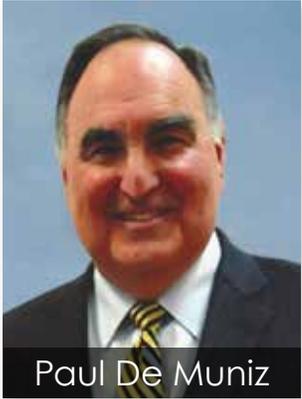
**Kevin Billman**

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.



Paul De Muniz

the Conference of Chief Justices and was elected to its board of directors in 2008. He has served on the boards of the National Judicial College, the National Crime Victim Law Institute, and the Institute for The Advancement of the American Legal System. In 2013 De Muniz founded a legal clinic dedicated to providing legal assistance to previously incarcerated individuals re-entering the Salem/Marion County community.

The Honorable Paul J. De Muniz was elected to the Oregon Supreme Court in 2000 and served as Chief Justice and administrative head of the Oregon Judicial Branch from January 2006 to May 2012. He retired from the court in December 2012. Between 1990 and 2000, he sat on the Oregon Court of Appeals and served as a presiding judge. Before ascending to the bench, De Muniz was in private practice for 13 years with the Salem, Ore., law firm of Garrett, Seideman, Hemann, Robertson and De Muniz P.C., where he specialized in complex criminal and civil litigation, and appeals. From 1975 to 1977, he was a deputy public defender for the State of Oregon.

Reaching beyond the borders of Oregon, he also was a member of

In 2011, De Muniz completed a three-year term as a member of the Harvard Kennedy School's Executive Session for State Court Leaders in the 21st Century. That same year, De Muniz was inducted into the National Center for State Courts' Warren E. Burger Society in recognition of his commitment to improving the administration of justice within the states.

In addition to his many law review articles on the courts and the legal profession, De Muniz authored *A Practical Guide to Oregon Criminal Procedure and Practice*, a reference book used by lawyers and judges throughout Oregon, and recently, co-authored *American Judicial Power: The State Court Perspective*, a legal treatise emphasizing the importance of America's state courts.



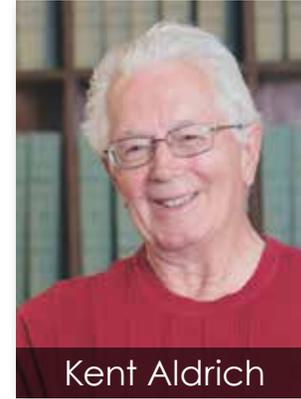
Kevin L. Mannix

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 Mannix is an accomplished attorney, former Oregon Legislator, former Chairman of the Oregon Republican Party, and a dedicated community leader. Kevin graduated from 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

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.



Kent Aldrich

together with being Salem first citizen in 1984. He served as vice president of the first Oregon Lottery Commission appointed by Governor Atyah and served as Mayor of Salem for six years as well as the Capitol Planning Commission. He was instrumental in forming SEDCOR (Salem Economic Development Commission) and is currently President of the Hitchman Foundation.

Kent was raised in Minnesota, Montana, and Oregon and graduated from Montana State College. He was employed by KPMG for ten years before starting his Salem CPA firm, Aldrich, in 1973. The firm now has 350 employees in Oregon, Washington, Alaska and California. The firm has a wealth advisors unit, a healthcare practice unit, and several other specialties including construction, communications, and traditional audit services, as well as accounting services. Claudia, his wife of 54 years, is a partner in Aldrich Investments, LLC.

Kent was the outstanding Oregon CPA for public service in the eighties

He was one of the founders of the Boys and Girls Club of Marion-Polk County which serves about 10,000 school children every year. He was the co-founder of the South Salem Rotary. He is a business advisor and has served for 33 years as Treasurer of the Board of Goodwill Industries of the Columbia Willamette (GICW) which has 53 stores and about 3,000 employees.

Kent and Claudia enjoy spending time with their family of two children and five grandchildren.



The National Correctional Industries Association (NCIA) is an international nonprofit professional association whose members represent federal, state, county, and international Correctional Industry agencies, as well as suppliers and partners in apprenticeship

- Incorporate Strategic Planning
- Maintain Financial Sustainability
- Recruit, Develop and Retain Staff
- Engage Stakeholders
- Replicate Private Industry Environment
- Implement Certificate Based Soft Skills Training
- Provide Certified Technical Skills Training
- Maximize Offender Job Opportunities
- Create a Culture of Offender Employment Readiness and Retention
- Provide Post Release Employment Services

Able to show achievement or progress in eight of the ten best practices, OCE was declared the recipient of the first-ever NCIA Performance Excellence of the Year Award. OCE Administrator Ken Jeske accepted

## Advisory Council (Cont)



Justin Martin

While at Grand Ronde, Justin's government relations program was nationally recognized by the Harvard Project on American Indian Economic Development as one of the most progressive in the country. Justin worked as a Legislative Assistant during the 1995 Oregon Legislative Session for State Representative Terry Thompson and for the City of Salem's Public Works Department in transportation planning.

Prior to working in government, Justin played professional baseball in the California Angels minor league system between 1988-1992. Justin received his Masters Degree in Public Administration from Harvard University John F. Kennedy School of Government and his Bachelors Degree in Public Policy and Public Administration from Western Oregon University.

Justin Martin has over twenty years of experience in government, working at the federal, state, local and tribal levels. He owns and operates, Perseverance Strategies, Inc. (Government Relations / Public Affairs). His clients include the Confederated Tribes of Grand Ronde, where he is also a tribal member.

Justin served as The Confederated Tribes of Grand Ronde's Intergovernmental Affairs Director for seven years.

and work programs. The NCIA website states, "Every year, NCIA makes a special effort to acknowledge individuals whose extraordinary skill and leadership in their respective programs improve Correctional Industries as a whole." These awards are presented in April at the Annual National Training Conference, where organizations come together to learn from each other and make connections which prove invaluable throughout the year.

Last summer, NCIA announced a new award category which would acknowledge an agency as a whole. Called the Performance Excellence of the Year Award, the intent was to honor an agency who had excelled over the last three years in at least two of NCIA's ten listed best practices for Re-entry-Focused Performance Excellence:

## OCE was declared the recipient of the first-ever NCIA Performance Excellence of the Year Award.



Representatives of the OCE Executive Team accept the DOC Director's Award on behalf of their fellow teammates.

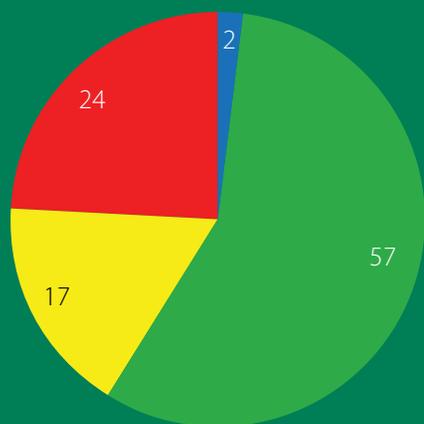
the 2018 award on behalf of all of the employees of OCE, its public and private partners, and the adults in custody participating in OCE programs. He concluded his acceptance speech with these words:

"Thank you for acknowledging OCE's work over the last three years. None of us can do this great work by ourselves. To the adults in custody in our programs and the staff of Oregon Corrections Enterprises and the Oregon Department of Corrections, the OCE Advisory Council, the staff of Mass Ingenuity, and the staff and members of NCIA, I say this award belongs to all of us. Together, we are changing lives, one opportunity at a time."

In addition to the NCIA award and for the same phenomenal work, the OCE Sales, Marketing, and Executive Teams received a DOC Director's Award during National Corrections Employees Week.

# Performance Improvement

- T** We are **transparent** in the work we do, modeling integrity to the adults in custody who work and train in our programs.
- R** We practice outcome-based management, focusing on **results** to assist the Department of Corrections in improving public safety by reducing recidivism.
- A** We do this work to **advance** adult in custody work and soft skills, helping them to secure employment upon release.
- I** We model a good work ethic. Our **interactions** with adults in custody and our fellow corrections colleagues alike are a model of professionalism.
- N** 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.



83 Combined Measures Performance

- Performing
- Needs Improvement
- Below Expectations
- Inactive

Outcome Measures Scorecard															
Quarterly Target Review															
Fiscal Year 2017-2018 4th Quarter: April - June 2018															
Measure Number	Measure Name	Measure Calculation	Range	Target	Desired Direction	Desired Freq	Data Source	Data Owner	Active/Inactive	Action Required	Comments	Measure Trend	12/31/2017 Measure	3/31/2018 Measure	6/30/2018 Measure
<b>OM4 - Reduce Costs of Government, Process Owner: S Ryan</b>															
OM4.C	Saving the State \$-DMV	Total dollars saved per quarter	< 500,000 500000-600000 > 600,000	700,000	↑	up Monthly	DMV reports	DMV	A	No	Added seats to CCCF and OSCI Contact Centers.		607,190	584,703	649,633
OM4.E	Saving the State \$-DOJ victims funding	Quarterly total payments to fund	< 10,000 10000-13000 > 13,000	15,000	↑	up Monthly	PRAS report	S Thomas	A	No	Up from last qtr. Added seats to CC's.		17,816	15,598	17,808
<b>OM6 - New Business Growth, Process Owner: M Kezior</b>															
OM6.A	New customers	# of new customers	< 2 2-4 > 4	7	↑	up Monthly	Shops Accounting	T. Kite	A	No	US Direct, ODOT EA, Gerinimo's Clothing, Stormwater plans, River gallery, Duncan Tiger, Sweet home seniors, Hood River Parks, Pacific Excavation, Lifeways, AMP and Enhanced Payment Systems.		8	13	12
<b>OM10 - Positive Press, Process Owner: B Cannard</b>															
OM10.A	Positive Press	Positive and/or neutral press	< 1 1-1 > 1	2	↑	up Quarterly	Media	B Cannard	A	No	1) UO Daily Emerald profile piece on OCE 2) thedenverchannel.com featuring OCE GF customer 3) KTVZ.com (Bend channel) posts story about reporters coverage of UO Daily Emerald story 4) Lake County Examiner article about WCCF Awards ceremony with picture and caption about Ken presenting awards 5) NCIA News - article about Access2online partnership		22	30	5
<b>OM12 - OCE Recidivism, Process Owner: D Conway</b>															
OM12.A	New felony convictions	36-month recidivism rate of offenders. Inmate must have at least 180 days exposure to OCE during most recent incarceration cycle.	> 20% 20%-15% < 15%	10%	↓	down Annual	CMIS	Offender Services	A	Yes - Other	The next report will be published Jan 1, 2019.		21.31%		



\$2.62 million contact center savings to the state of Oregon



743% increase in positive press



43% increase in number of new customers



\$66,548 paid to victims assistance

# Emergency Preparedness



This Mobile Operations center was deployed mid-build to a forest fire incident and then returned to the OCE Mill Creek Manufacturing Shop for the final finishing touches.

Oregon has experienced its fair share of emergencies from all four elements: water (flooding, snow, and ice), fire (man-made and lightning-caused), earth (earthquakes

and landslides), and air (tornadoes). Many responses to these types of situations require special equipment. Some situations require special services, like processing hospital

linens to prevent the spread of infections, especially in emergency situations.

Working with customers throughout the



The OSP Metal Shop worked with Oregon Department of Transportation (ODOT) to design a deicer to help keep Oregon roads safe.



The quality of welding on the manufacturing and installation of dump beds for ODOT led directly to second chance employment opportunities in the private sector.



Mill Creek Manufacturing shows off the fruits of their labor: a fleet of installed dump beds made by the OSP Metal Shop.

years, OCE has established itself as a vital solution for emergency preparedness needs. OCE continues to partner with customers to develop products and services and encourages

all emergency preparedness coordinators to bring forward ideas for new solutions.

**Oregon Department of Transportation (ODOT):**

Working with ODOT engineers, OCE developed a line of fleet equipment that includes dump beds, sanders, and deicers. OCE provides superior quality fleet equipment. The durability and longevity of this line reduces waste and

saves tax-payer dollars. Local cities and counties are also experiencing the benefits as they choose OCE as a vendor. The quality of the installation services OCE also provides has yielded the ultimate result: second chance employment for AICs (from the OCE Metal Fabrication program) by local metal fabrication shops.

**Oregon Parks and Recreation Department (OPRD):**

Many OPRD sites are in remote locations without access to common communication methods, like cellular telephones, critical in emergency situations. Working with OPRD engineers and emergency preparedness coordinators, OCE developed a Mobile Operations Center trailer (shown on page 14) to meet the

need. This customizable trailer can include communications equipment, tables, white boards, etc., and is customized to the customer's need. While initially developed for OPRD, this trailer can provide emergency response solutions for any state, county, and local government entity.



**Oregon's Emergency Preparation Checklist**

- 1) Call OCE and order:
  - ✓ Mobile Operations Centers
  - ✓ Sanders
  - ✓ Dump beds
  - ✓ De-icers
  - ✓ Hospital Laundry Services
  - ✓ Safety Vests
  - ✓ Signs and Banners
  - ✓ Tiny Shelters
  - ✓ Boat Docks
- 2) Practice emergency responses
- 3) Make process improvements
- 4) Repeat practice exercise

# OUR People, 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 2018, there were just over 100 staff members within the OCE organizational structure. The Administrator and Deputy Administrator have 16 executive level staff who report directly 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 nine Program and Production Managers. The Program and Production Managers supervise more than 70 production and support staff who oversee more than 1,400 AICs 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 AICs and to customers in the state of Oregon is OCE's top priority. OCE seeks input from its customers and partners, as well as encourages them to contact OCE with any questions or concerns.*



## Manager of the Year Michael Kezeor

When Mike started with OCE, he was the Oregon State Penitentiary (OSP) Furniture Factory Manager, coming to OCE with over 20 years of experience in wood manufacturing and project management. With this experience, he implemented production and system changes at OSP to improve quality and efficiencies. He managed the project of transforming the then Upholstery Shop into the now Contact Center. He also assisted in managing the OSP Laundry remodel. It was because of these skills that he was selected to be the New Business Development Manager, a position which had been vacant for over a year.

In his new role, he developed a standard operating procedure and forms used to evaluate potential new business

opportunities. In addition, he continued to use his project management skills to upgrade the OCE Training and Showroom area. He evaluated over 50 potential projects, ensuring OCE made thoughtful business decisions. His work resulted in two new business programs at CCCF; several new products such as cuff ports, cell breach tools, and coffee shacks for DOC; assessments at various locations such as boilers for TRCI and expansion and/or relocation of OCE businesses; and using the newly developed Leads Tracker system to assess leads for the Sales Teams. Through it all, he continuously stayed positive, even when a project was cancelled either because it was deemed to be not in the best interests of OCE or because outside forces created barriers. When OCE experienced a staffing change at OSP, he willingly accepted the

additional duties.

He shows his commitment to OCE by being actively involved in TRAIN (see page 13) , not only at the Local level but at the Agency level. He combined the MCCF Scorecard into the OSP scorecard, and improved the OSP Manufacturing and Mill Creek Manufacturing measures definitions. In addition, he owns several agency scorecard measures.

By doing his job and doing it well, he does his part to ensure the New Business Development Manager position adds value to staff, AICs, and the financial self-sustainability of OCE. He also improves processes and relationships at OSP Manufacturing and the Sales Team. He is the type of employee and leader that helps make OCE a success.



## Employee of the Year Charles Overstreet

Chuck is recognized throughout OCE for his dedication to OCE, DOC, and the AICs in OCE shops. Coming to OCE from DOC Security in 2015, he brought with him a new level of accountability and performance to the EOICI Contact Center. He was always ahead of schedule on preparing computers for production including repairs to meet a client's needs for production or expansion. He also did an excellent job recruiting and retaining a very high quality inmate workforce that consistently surpassed the client's expectations based on their performance standards.

Chuck's main duties and passion are working with computers, so his willingness to function as a production coordinator speaks volumes to his commitment to OCE and what he accomplished.

He developed and exhibited a no-nonsense approach to supervising the AICs assigned to the EOICI Contact Center. By setting expectations high, he challenged the AICs to challenge themselves. The success that they enjoyed was a direct result of Chuck's desire to make the EOICI Contact Center the very best that OCE has to offer.

When the client made the decision to downsize, Chuck was instrumental in keeping the shop morale and production levels high as the contract finished and the shop transitioned to a new customer. In fact, he worked with the AICs to ensure the initial contract ended on a high note, setting a lead-generations record on the last day. When the new customer had to terminate the contract, Chuck willingly accepted an assignment to supervise a sewing program and continued to support the information systems needs of the OCE shops as OCE prepared for new business.

Chuck has a great relationship with OCE and DOC staff and AICs, as well as with OCE's customers. Chuck is reliable and trustworthy, and he holds himself to very high standards in the workplace. He treats the AICs fairly and coaches them when improvement is necessary. He always brings a "can do" attitude to the workplace and contribute to the success of others. He does an excellent job of creating a positive, productive, and rewarding atmosphere in shop while holding the AICs accountable to the requirements of the DOC, OCE, and OCE's customers.

Whether working as an Information Specialist, a contact center production coordinator, or a sewing production coordinator on a unit which houses AICs with high-level mental health needs, Chuck is quite simply phenomenal. He is the type of employee and leader that helps make OCE a success.



<b>74</b>	Commercial Laundry
<b>15</b>	Textiles/Embroidery
<b>39</b>	Laundry Sort
<b>6</b>	Sign Design
<b>13</b>	Wood Fabrication
<b>6</b>	Welding
<b>9</b>	Commercial Printing
<b>11</b>	Commercial Sewing
<b>1</b>	Commercial Upholstery
<b>2</b>	Mail Fulfillment
<b>11</b>	Contact Center

# OCE Work Skills Certification

The backbone of OCE's mission is the Work Skills Certification Program. It is designed to provide qualified AICs with the skills and attitudes needed to enhance their opportunities to re-enter society and secure meaningful employment upon release.

Federal statistics show two-thirds of recidivists were unemployed prior to re-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 includes a 12-month industry-specific curriculum. Staff

designated as proctors issue training materials, administer tests, and provide performance evaluations for participants. 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, individuals use their training and certification to assist with job searches.

Similar to the Federal Job Corps model, participating AICs receive entry-level experience with technical and industry-specific skills, as well as training to help develop social skills and work ethic. They also learn decision-making, social interaction, teamwork, reliability, follow-through, and accountability. As closely as possible, the program duplicates a real-world experience to best prepare those releasing to compete for jobs in the community.

## Eligibility

In order to participate in our Work Skills Certification program, AICs 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 participants' 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 AICs 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 once released.

# 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 welding training opportunities in the Metal Shops at Oregon State Penitentiary (OSP) and Mill Creek Correctional Facility (MCCF). In late fall of 2015, the two units partnered again to offer formal custodial training opportunities in the laundry operations at Two Rivers

Correctional Institution (TRCI) and Snake River Correctional Institution (SRCI). Both the welding and custodial programs opportunities further enhance skill development and help AICs to obtain employment upon release with a recognizable and portable industry certification.

**Welding:** Under an Oregon BOLI training framework, OCE Welding Program participants log a minimum of 2000 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. As of June 30, 2017, eight have graduated from the program and received their training certificates. As the program gains popularity, we are developing a waiting list for future participants.

**Custodial:** Using the same Oregon BOLI training framework, Custodial Program participants log a minimum of 2000 hours of custodial work and validate their knowledge with an industry-recognized curriculum final exam. BOLI has stipulated three designated participant slots at TRCI and two at SRCI. All have been eagerly filled.



10  
participants

BOLI  
Graduates



4  
Structural  
Welding



## The Program Process

Four components contribute to the high quality and positive results of our BOLI certification programs:

**Partnership -** DOC and OCE share coordination of BOLI programs to offer these opportunities to a greater number of AICs.

**Eligibility -** Requirements for BOLI programs mirror those of OCE Work Skills Certification programs.

**Data Tracking -** Test scores and training hours are tracked by OCE employees and reported to BOLI.

**Certification -** All BOLI programs offered through OCE are 2000-hour training programs using BOLI-approved curriculum resulting in BOLI-issued certificates.

# Reducing Environmental Impact

The OCE core value of innovation is defined as follows: We seek to develop creative and efficient methods to advance our products and services while reducing costs to government and our impact on the environment. Going beyond the typical recycling of cardboard, batteries, plastic containers, and office paper, OCE constantly evaluates its programs to discover additional ways to operate in a more environmentally-friendly manner.



## Reduce Use of Harmful Chemicals

### Custodial Cleaning Products

OCE joined the efforts of all Oregon state agencies in switching custodial cleaning products to those less harmful to the environment. This removed harmful chemicals from the air and Oregon waterways, as well as reducing the risk of exposure for those using the products.

### Wood Finishing

OCE researched alternative products and switched

from chemical-based stains to water-based stains and cleaning products. This removed 4.24 tons of volatile organic compounds (VOCs) from the air and the risk of respiratory exposure for DOC and OCE employees, those in the OCE training programs, and the general public in close proximity to the affected facilities. Switching to the water-based cleanup/thinners reduced thinner waste by almost one barrel per year, not to mention the reduction in chemicals needed to launder the used rags.

### Printing Inks

By switching from petroleum-based inks to soy-based inks in 2004, the OCE Print Shop reduced the high levels of solvents that leach into the water table when printed material ends up in landfills. Soy-based inks are also easier to remove in the recycling process, thus saving energy as well. While the new inks are slower to dry, they result in brighter, more vibrant colors – a win-win for everyone.

### Laundry Chemicals

The staff and crew of one of OCE's laundry facilities noticed an increase in material fibers in drain traps, film residue on t-shirts, and seemingly excessive bleach usage. Using this as a training opportunity, the shop began auditing the wash programs on the aging equipment. Working in partnership with OCE's laundry chemical provider, over 25 wash programs

were individually analyzed and updated. The shop was able to reduce the usage levels of three chemicals, reducing wear and tear on linens and lessening the impact on Oregon's waterways.

## Reuse Raw Material Falloff

### Trailer Refurbishing

In 2015, OCE added flatbed trailer refurbishing services to our catalog. Through this offering, customers like Oregon Parks and Recreation are able to save money by having a trailer repaired instead of replaced. OCE is able to use falloff material from other projects, reducing the amount of scrap sent to recycling facilities and landfills.

### Laundry Heat Reclamation

Water is the most expensive natural element to heat and carries a significant amount of energy. Any hot water that goes down the drain carries away energy with it. (That's typically 80–90% of the energy used to heat water.) OCE Laundries use a drain-water-heat-recovery system. Drain water (or grey water) heat recovery systems capture the maximum amount of heat contained in wastewater before it is discharged to the sewer. This heat is then used to pre-heat cold and tempered make up water for the wash cycles.



**F-1 Program**

*In 2005, an OCE employee in the Garment Factory, producer of the world famous Prison Blues, looked at the poundage of fabric and thread falloff and thought, "Someone must be able to use this." The DOC housing unit (designated F-1) for AICs with severe mental health issues needed a project to help the adults prepare to return to general population's full-time training programs. In a perfect partnership, the F-1 program was born.*

*The participants in this part-time program use the falloff material to make Prison Blues marketing spiffs, such as potholders and oven mitts. In addition, the program makes denim bags donated to the Community Action Program of East Central Oregon (CAPECO) and the local food bank to deliver emergency food and supplies. Besides the benefit in helping these AICs transition to lower-cost housing, the environment benefits from less fabric waste in landfills.*

**Laundry Water Usage**

*Even before OCE became a semi-independent agency, it operated laundries in DOC for many years. In the early 1990s, a laundry program participant used his knowledge and skills to propose a water reclamation system. Working with the institution Physical Plant staff, the system was tested and put into place. Inspired by the success of the system, OCE's other laundries began updating equipment and installing reclamation systems. While all five facilities have installed at least one water saving device or system, in its largest facility alone, operating seven days a week with two shifts, OCE estimates it now saves over 10 million gallons of water per year.*

**Recycle Non-reusable Materials**

**Metal Scrap**

*One advantage of metal working is the ability to reuse falloff in multiple projects, but, as with all metal fabrication shops, OCE projects can result in fall off which cannot be reused – around 500 – 600 lbs. per month. In addition, the Print Shop sends out used aluminum printing plates every month. In such cases, OCE sells the scrap to local recyclers who return the metals to foundries to be melted down into usable product.*

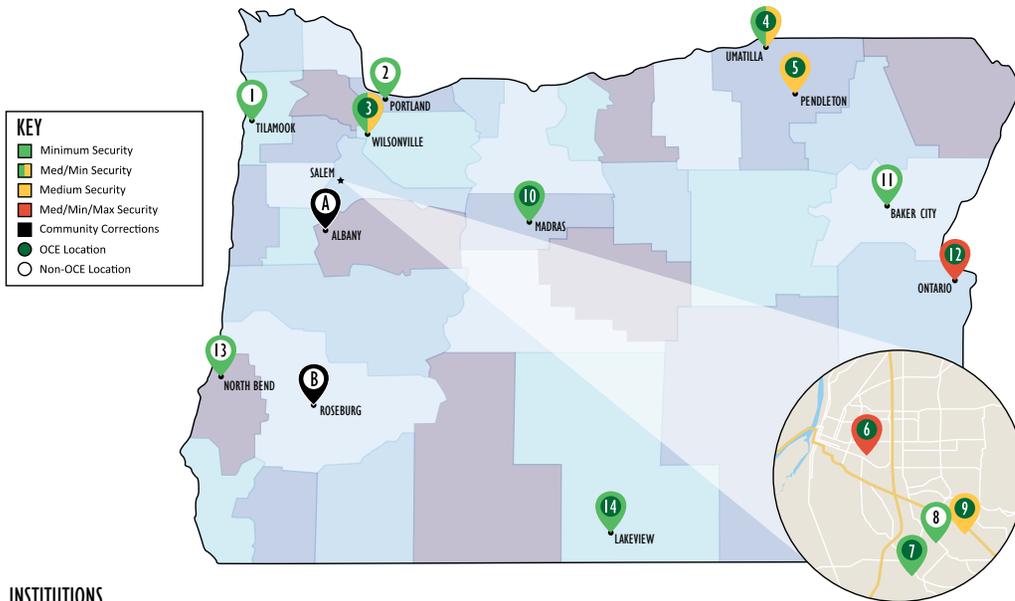
**Scanning Program**

*The OCE Scanning Program converts paper records into searchable digital files for its customers. While this benefits the customers with more efficient records-request response times and less warehousing costs, it can result in countless pallets of paper no longer needed. Upon request, OCE uses efficient cross-cut shredders to prepare the paper for recycling. This paper is then sent to recyclers who place the product back into production streams, thus reducing waste in Oregon landfills.*

# A Year in Review

Prison industries have existed in some form in Oregon for over 150 years. Created in 2000 in response to Measure 17 legislation, and now in its 18th year operating as a self-sustaining semi-independent agency, OCE realized the results of the hard work and dedication of the staff and AICs assigned to OCE programs. During this last fiscal year, OCE added a new training program, implemented a new certification program, developed several new products, participated in the Governor's Re-entry Council's 2<sup>nd</sup> Chance Tour, and expanded its customer base. The success of two of its programs also resulted in unprecedented positive press which ultimately will contribute to the successful re-entry efforts of both OCE and DOC, as well their community partners. While challenges always arise, the OCE team continues to progress towards fulfilling its mission.

## OREGON CORRECTIONS ENTERPRISES (OCE) LOCATIONS



- INSTITUTIONS**
- 1. South Forest Camp (SFFC)
  - 2. Columbia River Correctional Inst. (CRCI)
  - 3. Coffee Creek Correctional Facility (CCCF)(OCE)
  - 4. Two Rivers Correctional Inst. (TRCI)(OCE)
  - 5. Eastern Oregon Correctional Inst. (EOCI)(OCE)
  - 6. Oregon State Penitentiary (OSP)(OCE)
  - 7. Mill Creek Correctional Facility (MCCF)(OCE)
  - 8. Santiam Correctional Inst. (SCI)
  - 9. Oregon State Correctional Inst. (OSCI)(OCE)
  - 10. Deer Ridge Correctional Inst. (DRCI)(OCE)
  - 11. Powder River Correctional Facility (PRCF)
  - 12. Snake River Correctional Inst. (SRCI)(OCE)
  - 13. Shutter Creek Correctional Inst. (SCCI)
  - 14. Warner Creek Correctional Facility (WCCF)(OCE)
- COMMUNITY CORRECTIONS**
- A. Linn County
  - B. Douglas County

### Coffee Creek Correctional Facility (CCCF), Wilsonville

	
• Scanning	2
• Sewing	9
• Contact Center	30
• Textiles	15
• Web Analysts	5
• General Labor	18



### Oregon State Penitentiary (OSP), Salem

	
• Laundry	326
• Contact Center	93
• Computer-Aided Drafting	20
• Metal Fabrication	54
• Wood Fabrication	77



### Deer Ridge Correctional Institution (DRCI), Madras

	
• Laundry	12



### Santiam Correctional Institution (SCI), Salem

	
• Administration	1



### Eastern Oregon Correctional Institution (EOCI), Pendleton

	
• Garment Factory	61
• Embroidery	6
• Contact Center	100



### Snake River Correctional Institution (SRCI), Ontario

	
• Laundry	25
• Sign Fabrication	20
• Contact Center	121



### Mill Creek Correctional Facility (MCCF), Salem

	
• Metal Fabrication	10
• Laundry Sort	50
• Warehouse	10



### Two Rivers Correctional Institution (TRCI), Umatilla

	
• Laundry	177
• Upholstery	9
• Wood Fabrication	34



### Oregon State Correctional Institution (OSCI), Salem

	
• Contact Center	31
• Print Services	47
• Mail Fulfillment	8
• Digital Design	3



### Warner Creek Correctional Facility (WCCF), Lakeview

	
• Contact Center	39

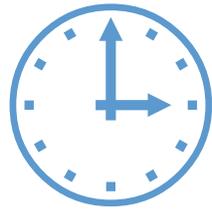




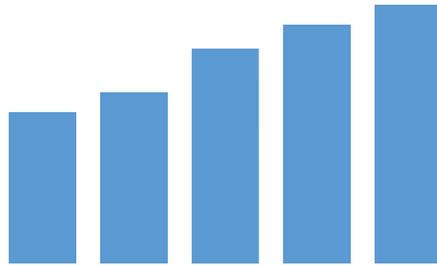
Total Revenue



Revenue for 2018 totaled \$26.5 million.



Adult In Custody Participation Hours



AIC hours totaled 2.3 million for 2018.



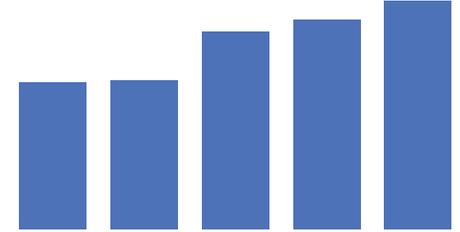
Adult in Custody Participation in OCE Programs



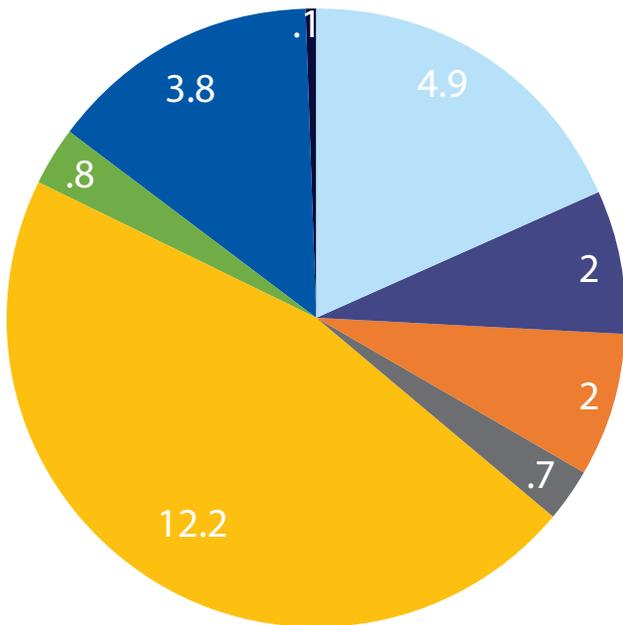
Number of AICs assigned to OCE was 1,428 in 2018.



Adult in Custody Awards



\$2.4 million in total monetary awards to participants.



# 2018

Revenue in millions by Industry

- Wood & Metal Fabrication
- Print
- Garment/Embroidery
- Sign
- Laundry
- Mail Services
- Contact Centers
- Other



Through DOC and OCE programs, AICs learn and practice skills necessary for successful employment.

# Preemie Clothes



The proud and talented crew of the Coffee Creek Correctional Facility OCE Sewing Production Team display the products of the first-ever OCE story to go viral.

Processing their hospital linen since 2009, Oregon Corrections Enterprises (OCE) and Salem Health have developed a true partnership. In 2016, the hospital reached out to OCE to help fill a need. Salem Health's purchasing unit was unable to locate appropriate hospital clothing for preemie babies assigned to the neonatal intensive care unit (NICU). As the saying goes, necessity is the mother of invention. NICU nurses would go to local area stores and purchase the smallest clothing available. The clothing would then be altered on site to accommodate the tubes and wires assisting their tiny patients. Once the clothing was altered, it could not withstand repeated launderings.

Salem Health's Linen Services Supervisor knew OCE had sewing programs and asked if

making hospital clothing for preemies was a possibility. The project was routed to the OCE Production Sewing Program at Coffee Creek Correctional Facility (CCCCF). Says Dave Conway, OCE General Manager – CCCC, "OCE is all about helping people overcome challenges. How could we say no?"

After interviewing the hospital's NICU Nurse Manager about pattern alteration requests, the OCE crew used old manila folders to create reusable patterns. Dave then bought a doll which was the

approximate size of the average preemie newborn. Now the crew could use a model to test their patterns.

Various drafts of the final product were sent to and from the hospital where NICU nurses evaluated and made suggestions. "Can you move this snap over one-half inch?" "Can you shorten this gown two inches?" The final versions were tested by the hospital for thirty days. Because the garments were specifically designed for NICU use and did not have to be altered on site, they showed no signs of tattering, despite multiple washings.

When the testing phase was complete, Salem Health arranged for press coverage of the official first delivery of NICU clothing. The article, showing a picture of preemie twins wearing the new OCE outfits, was written by

Capi Lynn, News Columnist for the Statesman Journal, and appeared on the front page on Christmas Eve Day. The story went viral. The postings led to more requests for articles or feature stories from local television news stations and national websites. Hospitals and manufacturers around the country contacted OCE, wanting to know how to either purchase the product or partner with OCE.

Says the OCE Communications Manager, Barbara Cannard, "Developing a true partnership takes dedication from both sides and can wield amazing results. It is wonderful that the partnership between Salem Health and OCE has opened doors for new training opportunities to help prepare adults in custody for successful re-entry to our communities."



# OCE Designs Oregon's Governor's Appreciation Coin

When someone has done extraordinary work to benefit Oregonians, the Governor presents the person with a token of appreciation. Governor Kate Brown decided a coffee mug was too ordinary. At the same time, OCE Administrator Ken Jeske had the Marketing Team design an Administrator's Appreciation Coin to be given to OCE employees and others who go above and beyond to further the mission of OCE. Realizing two offices' needs could be met, the Administrator and Marketing Team worked with the Governor's office to design the first-ever Governor's Appreciation Coin. The coin is numbered and features the Governor's name. The design can be easily updated for future Governors.

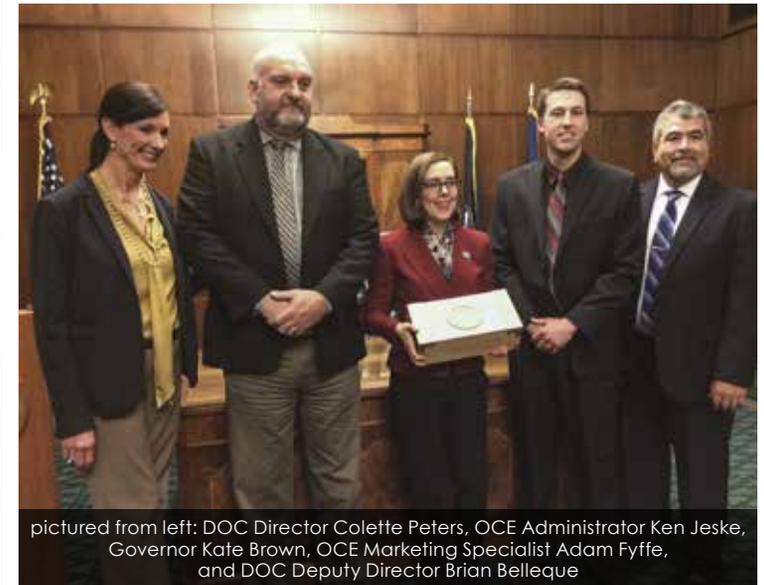
With the completion of the Governor's Appreciation Coin, OCE took the opportunity to present the coins (purchased from an outside vendor with the Governor's personal funds) in a commemorative box constructed from falloff wood at the OCE Wood Manufacturing program in Oregon State Penitentiary. Along with the box and coins, OCE presented the Governor with a NICU Sleeper outfit.



Governor Kate Brown holds one the newest OCE products: a NICU Sleeper.



The OCE team explores the new Governor's Appreciation Coin with Governor Kate Brown



pictured from left: DOC Director Colette Peters, OCE Administrator Ken Jeske, Governor Kate Brown, OCE Marketing Specialist Adam Fyffe, and DOC Deputy Director Brian Belleque



OCE Laundries are a vital component of Oregon's emergency preparedness planning.

Certification  
Graduates

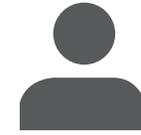


74

Commercial Laundry

39

Laundry Sort



655

participants



31,323,010

pounds of laundry

## Laundry

OCE laundries provide a critical service to both the Department of Corrections and over 30 local community partners. OCE has over 500 individuals assigned to laundry programs located in Salem, Madras, Pendleton, Umatilla, and Ontario.

The OCE laundries follow all Centers for Disease and Prevention (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 utilizing OCE and 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 bundling. Community partners appreciate the flexibility offered and the quality of services provided. Customers boast about OCE's ability to consistently make on-time deliveries, even during difficult weather conditions.



Each OCE staff both monitors and supports the efforts of AIC assigned to the shop.

Certification  
Graduates



11

Contact Centers



571,948

contact center hours



411

telephone agents



636

seats available

## Contact Centers

OCE has been operating secure contact centers in Oregon for almost 30 years, in partnership with both the public and private sectors. Located in Salem, Wilsonville, Pendleton, Lakeview, and Ontario, OCE provides approximately 420 men and women with work opportunities in contact centers.

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 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 skills and professional communications skills 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.



An OCE staff teaches AICs production techniques and quality control standards.

## Print Services

The print services operation, located in the 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 the Department of Administrative Services (DAS) – Print and Distribution (P&D). Printing 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.

To minimize competition with local printers, OCE only offers Print Services to government agencies.

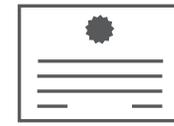


37,501,940  
pieces printed



499,545  
pieces mailed

## Certification Graduates

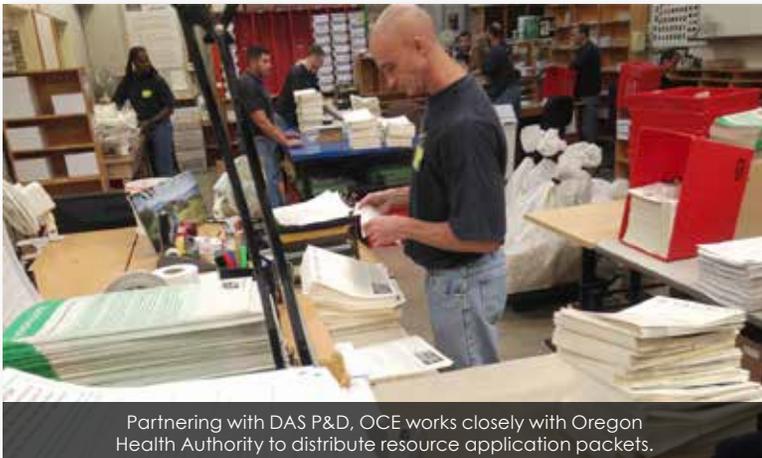


9

Commercial Printing

2

Mail Fulfillment



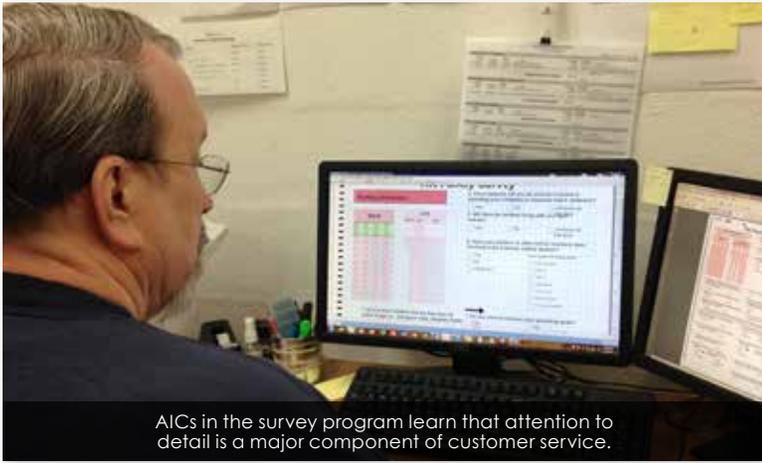
Partnering with DAS P&D, OCE works closely with Oregon Health Authority to distribute resource application packets.

## Mail Fulfillment

The mail fulfillment shop, also known as "the mailroom," is located at the Oregon State Correctional Institution in Salem.

The mailroom is an integral part of the print operation. While some pre-printed stock is maintained, the shop's location as an extension of the Print Services program allows for quick turn around of print-to-mail orders. With a limited number of 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 Print and Mail programs benefit our local vendors.



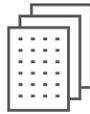
AICs in the survey program learn that attention to detail is a major component of customer service.

## Survey

OCE 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. This service has been used by several process improvement teams to identify problem areas and possible solutions.

Gathering feedback through supplier surveys, employee satisfaction surveys, 360 feedback, readiness and

preparedness surveys, and more, provides invaluable insight into the expectations and needs of internal and external customers. The individuals in the OCE Survey program learn the technology and expertise to conduct survey services, from design and deployment to information gathering and tracking the customer's results through charts and graphs in a variety of formats.



8,612

surveys processed



30

marketing materials produced



High levels of system security allow program participants to work remotely with Marketing staff.

## Graphic Design

The Graphic Design program functions as an extension of the OCE Marketing Team. AICs in this program train in everything from modern design, layouts, best practices, procedures, and preparing professional quality print-ready documents, truly learning transferrable skills. They have the opportunity to develop a working knowledge of Adobe Photoshop, Illustrator, InDesign, and Bridge, as well as Autodesk 3DS Max

and Microsoft office programs. Their work contributes directly to layouts and designs of marketing materials and presentations used to promote OCE to customers and other interested parties from the local to the national level.



Saving taxpayer dollars: Refurbishing trailers for Oregon Parks and Recreation

## Certification Graduates



10

Welding



73

bus shelter



10,000

bug catcher stake



80

sanders/dump beds

## Metal Fabrication

OCE operates two metal fabrication shops – one at the Oregon State Penitentiary and the other at Mill Creek Correctional Facility, both in Salem. These shops manufacture a variety of high-quality metal products at a competitive cost for several state and municipal agencies. These products include bus shelters, 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 costs to taxpayers.

The OCE metal fabrication participants regularly fabricate cell and dorm furnishings (beds, tables, shelves, metal drawers) for Oregon's public safety facilities, and occasionally fabricates lockers, tool security cages, and specialty metal items.

Adults in custody assigned to these programs are trained in a variety of metal fabrication techniques on different types of metals. Fabrication procedures regularly performed include design, grinding, welding, cutting, forming, and finishing of metal products.

Working in the metal fabrication shops for any significant length of time allows participants to work towards BOLI certification, as well as develop a positive work ethic and social skills to enhance their opportunities for gainful employment upon re-entry to the community.



Certification  
Graduates



13

Wood Fabrication



2,888

picnic table boards



720

dressers



819

beds

## Wood Manufacturing

OCE operates two wood manufacturing shops – 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. The Umatilla operation includes a full service upholstery shop, as well. Products from both operations include dorm furnishings for Oregon colleges and universities, as well as customized and stock office furniture for various government agencies.

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

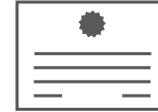
Adults in custody are encouraged to learn a variety of woodworking and machine skills. Individuals advance to jobs with additional responsibility and difficulty as they learn more complicated tasks. This mirrors the merit system they will likely encounter when they are released from incarceration and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

acquire training and practical experience warehousing and in computer-aided drafting and design (CAD) software.

Participants in OCE's wood manufacturing programs 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.



## Certification Graduates



11

Commercial Sewing

15

Embroidery



10,090

Prison Blues® hickory shirts



51,699

embroidered pieces



49,625

jeans

## 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. In addition to our signature t-shirts and hickory shirts, 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 (EOCI) in Pendleton.

The Oregon Department of Corrections

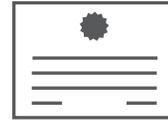
(ODOC) F-1 program, proposed and developed by an OCE Garment Factory staff member, was started over 10 years ago by the Behavioral Health Services team at EOICI. This program helps adults in custody transition from a high-intensity mental health unit (MHU) to general population by providing half-time work assignments with performance expectations in the MHU.

This meaningful work program consists of daily four-hour sessions. Staffed by ODOC professionals, the participants use scrap materials, thread, and sewing machines from the Garment Factory to make spiff items (denim bags, oven mitts, etc.), which are given away to promote Prison Blues™.



OCE programs replicate private sector work environments and require the same level of professionalism and engagement.

## Certification Graduates



1

Upholstery



220  
modular pieces



219  
mattresses



3,160  
chair kits

## Upholstery

As manufacturing jobs have moved overseas, the number of people skilled in certain trades has declined. The OCE Upholstery Program is helping to develop skilled upholsterers for our communities' needs. With the variety of construction styles and upholstery techniques needed to make each of the OCE product lines, AICs accumulate diverse abilities that serve them well in future employment.

The Upholstery Shop provides a modular furniture line for college dorm settings as well as chairs and reception seating for

state and municipal agencies, schools, hospitals, etc. AICs are taught how to create extremely strong frames, shape foam for comfort and aesthetics, and lay out and sew fabric patterns to cover the products. They learn skills to inventory and assemble prebuilt frame parts and follow industry standard blueprints and instructions.

In addition to various forms of seating, the program also helps participants learn the art of making mattresses for dormitory and detention settings, as well as for cabins and yurts in located in state and local parks.

From meticulous quality control measures to the final shipping techniques, OCE workers learn the skills necessary to prepare them for real-world work.



From hand tools to high-tech machinery, AICs learn current manufacturing techniques to produce high quality products.

Certification  
Graduates



6

Sign Design



4,009

products produced



13,250

vinyl signs

## Signage

The signage program'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. OCE signs can be found in Oregon parks, school campuses, and healthcare facilities, as well as on Oregon's roadways and other locations.

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 by participants on an everyday basis. All of these skills and values help adults in custody in their efforts towards successful re-entry into society.



Saving taxpayer dollars: Document scanning for archiving saves agencies warehousing costs and reduces environmental impact.

## Office Services

Partnering with private and public sector entities, OCE provides office services. These services are especially valuable when the local labor market cannot sustain the current need. Each customer's requirements necessitate a variety of services, so the shop is equipped and trained for such duties as:

- Non-medical transcription
- Document scanning for digital archiving
- Web page analysis and reporting to grant accessibility to the visually impaired per government regulations (work is done offline)



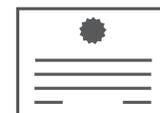
Participants in the Textiles training program learn to create intricate quilts, most of which are donated to children in hospitals or local shelters.

## Career Resource Center

The Career Readiness Center (CRC) started at Coffee Creek Correctional Facility (CCCF) in 2011. The CRC is a special non-revenue-generating training center with programs aimed at medium to high risk female adults in custody who

are within one year of release. OCE works with the CCCF Counselors and Security to screen applications for these programs and choose those who will benefit most from this opportunity.

Certification  
Graduates



15  
Textiles



From sorting and shipping hangers to precision cleaning of wax molds, AICs learn quality control and attention to detail in OCE programs.

## General Labor

Similar to OCE Office Services, the General Labor programs develop partnerships with both private and public sector organizations. These programs teach skills to AICs and help future employers who are experiencing labor market shortfalls.

The indoor shop is set up to handle such duties as:

- Fine detail repetitive motion
- Assembly using small tools
- Warehousing fulfillment
- And more...

## Showcasing Success -

# 2<sup>nd</sup> Chance Employer - Documart

**Rich's** troubled life began at age 12 and by age 14 he cycled in and out of jail until he was finally sentenced to serve prison time. He finished his sentence, returned to the drug scene, and quickly returned to prison. This cycle happened five more times. **Robert G** entered prison at a young age with no real work history. He had no plan for success. **Robert H** entered prison when he was 21 years old. His crime was motivated by addiction. **Curtis** was given to a children's home when he was 10 months old. He never learned to connect with people and became good at hurting people. He was finally apprehended and began a lengthy prison sentence. **Tim** had a seemingly wonderful life, working in middle management, and having a family with a six-year-old child. He made some bad decisions, began using drugs, and began associating with the wrong crowd. At 32 years old, he entered prison.

Every man had a different story; and each had a different sentence length. Some served time in multiple institutions. Some had never been legally employed. Eventually, each of them was transferred to Oregon State Correctional Institution (OSCI), although not all at the same time. A few of them



From left to right- Robert Hasson, Tim Campbell, Curtis Low, Richard Ortega, Robert Gladney at Documart

participated in the DOC Insight Development Group where they learned empathy and responsibility for their previous acts. One by one, each was accepted into the OCE Print Shop work and training program. Each

person rotated through multiple stations and began developing (or enhancing) both technical and general employment skills. They gained a healthy respect for their new work environment. **Robert G** says, "Once I

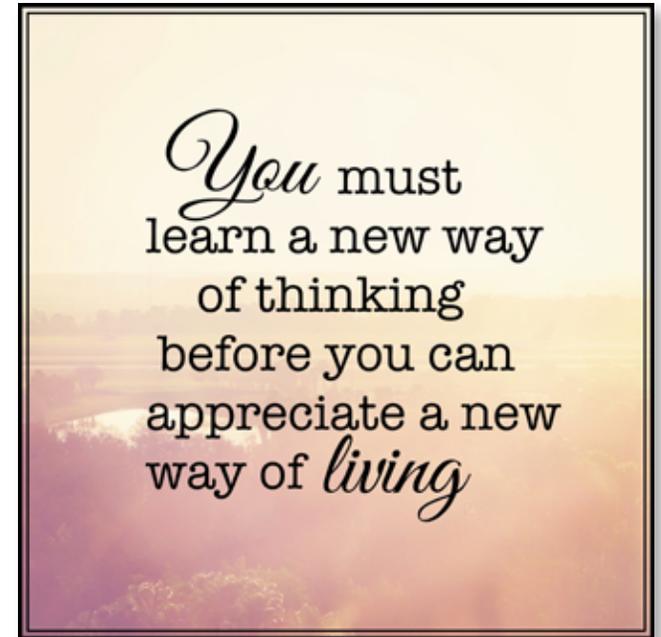
scanned my ID into the OCE area, my world changed 100 percent. This place [Print Shop] saved my life." Tim says, "Walking into an OCE area is like leaving prison. It's such a positive environment." **Robert H** appreciates that his supervisor recognized potential and began coaching him for success. He eventually mastered the skills at each station he was assigned to and was able to save some money to prepare for release. "You earn more in OCE jobs."

**Curtis** describes the self-improvement cycle that happens in OCE: "Staff will notice your willingness to change and give you more responsibility. This helps you feel some self-confidence, so you try to prove yourself. Staff see the improvement and give you even more responsibility. This makes you feel even better about yourself, so you try to prove your new-found level of worth. And it just continues."

**Rich** did so well that he eventually promoted to a journeyman-level position, helping to pass on the skills he had mastered. "When you give someone a second chance, it creates loyalty."

Upon release, **Tim** applied several places and was told "no" more times than he can count. After several part-time minimum wage jobs, he applied and was eventually hired by Documart. Proving himself to be an excellent employee, he quickly promoted to Plant Manager and convinced the owner to give

a second chance to other people working like him. Having known them while assigned to OCE, **Tim** contacted **Rich** and **Curtis** and encouraged them to apply. Documart said yes. Then **Tim** contacted the Print Shop and asked for referrals. **Robert H** had proved himself by achieving both the Print Shop and Mailroom certifications and improving his attitude. Again, Documart said yes. Next, the Print Shop saw hope for **Robert G** and contacted **Tim**. Documart said yes. All of these former OCE workers give each other encouragement and support. "Each of us have been there. We know the signs when someone is having a bad day, and we immediately step in." They also celebrate successes, big or small. The morning these five were interviewed, **Robert G** was late to work. While letting his car warm up, he ran inside to get something and returned to find his car had been stolen. He immediately drew on all of the personal skills he learned from DOC and OCE, turned to his girlfriend, and said, "Call the police!" It was the first time in his life he had even thought about using those words. Yet, he didn't allow himself to be upset at the perpetrator. "How could I be mad at him? I used to be him." (**Tim** gave **Robert G** a ride to work that day.)



OCE provides training in a plethora of transferable technical and soft skills which can cross over to many different industries. For example, AICs in the Print Shop learn inventory, quality control, and project management, in addition to team work, professionalism, and work/life balance. All of these skills can be used in any work environment, from manufacturing to service industries. In conjunction with the Governor's Re-entry Council, DOC and OCE encourage private and public sector employers to become second chance employers. Contact either agency to find out how you can become part of Oregon's success story.



By helping with every step of the project, like these cabins for Tillamook County Parks at Barview Jetty Campground, AICs learn the basics of project management.

## 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. While any adult in custody who meets OCE criteria is welcome to apply for OCE assignments, OCE works with DOC to target those with higher risks of recidivating. New business development and marketing strategies are underway to ensure the agency reaches its goals and targets. To further reduce our carbon footprint, OCE continues to analyze our processes and materials to lessen our impact on the environment.

OCE's main focus is currently on its self-sustainability and second-chance opportunities:

- During fiscal year 2018-19, OCE will conduct an extensive review of its costing/purchasing/pricing methods in all manufacturing programs. This will ensure OCE is operating in a fiscally responsible manner to afford training opportunities to as many AICs as possible.
- Salem hosted the Governor's Re-entry Council 2018 Second-Chance Tour kickoff summit. OCE sponsored the keynote speaker and continues to participate in the smaller regional sessions around the state.
- As OCE develops partnerships with private and public organizations, priority service is given to those programs which result in second-chance employment opportunities for AICs who participated in the program.
- In response to Oregon Employment Department data, OCE is giving preference to new opportunities which align with tech industry growth.

## Organizational Goals

1. Continue to diversify OCE work certifications with an emphasis on industry-recognized training and certifications.
2. Explore new electronic 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 markets.



## Future

*As next year approaches, OCE continues to seek opportunities to assist DOC in developing work programs and meeting our revenue benchmarks. 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 leverage the experience and skills provided by our Advisory Council to form relationships with community-based business leaders and develop opportunities that work for Oregon.*

*OCE, through the National Correctional Industries Association, will seek ways to strengthen partnerships with neighboring states' correctional industries to expand work and training opportunities and best practices. OCE will work with DOC to ensure adequate levels of security are present in every OCE operation.*

*As technology advances outside of Oregon correctional facilities, the technology in OCE shops must advance as well to better prepare program participants to obtain living wage jobs upon release. OCE will continue to evaluate all program equipment*

*(some pieces manufactured more than 60 years ago) and purchase strategic improvements when financially feasible.*

*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 AICs. OCE's future is focused on providing value and efficiencies for DOC and the citizens of Oregon.*



This Annual Report was designed and produced by the members of the OSCI Print Shop.