



ANNUAL REPORT

2024-25

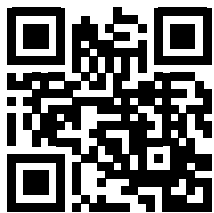


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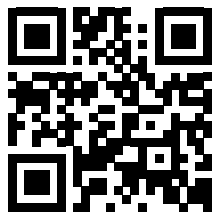
OCE engages adults in custody (AICs) in the following locations:

CCCF	Coffee Creek Correctional Facility
DRCI	Deer Ridge Correctional Institution
EOCI	Eastern Oregon Correctional Institution
OSCI	Oregon State Correctional Institution
OSP	Oregon State Penitentiary
PRCF	Powder River Correctional Facility
SCI	Santiam Correctional Institution
SRCI	Snake River Correctional Institution
TRCI	Two Rivers Correctional Institution
WCCF	Warner Creek Correctional Facility

Learn more about both organizations at:
www.oregon.gov/doc & www.oce.oregon.gov



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OCE

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JOINT LETTER

FROM THE DIRECTOR AND ADMINISTRATOR

Welcome to Oregon Corrections Enterprises' (OCE) 2025 Annual Report. Over the last year, our efforts have been centered around strategic planning, driving operational efficiencies, and further development and expansion of our reentry program. OCE has focused on building relationships to create fair chance hiring opportunities, expanding work and on-the-job training, and growing our portfolio of accredited certifications available to adults in custody (AICs), solidifying the foundation of our Reentry Program. Internally, we have prioritized employee and AIC engagement, advanced enterprise resource planning, and enhanced training and sustainability initiatives to support our mission. Please see "Looking Forward" to learn about OCE's goals for the next year (pg. 24).

OCE's contributions to the State of Oregon are multi-faceted: OCE plays an important role in implementing Department of Corrections' (DOC) mission and core values by engaging AICs in meaningful work and job-training programs in a professional environment. By providing voluntary, meaningful work opportunities, OCE is helping those in our care and custody develop job skills and positive work ethics. This leads to safer prisons, reduces recidivism and victimization, and improves public safety in Oregon.

This past year, more than 2,700 individuals in OCE programs worked just over 2.1 million hours. These hours represent the development of responsibility and dependability, a sense of self-worth, and the tools needed to succeed once those in custody return to their loved ones and communities.

This report highlights OCE's strategic progress in workforce development, operational efficiency, and the expansion of our reentry program. Discover how our focus on planning and innovation has led to new accredited training opportunities, enhanced work-release initiatives, and expanded partnerships supporting fair chance hiring. Learn about our goals for the coming year, and how OCE programs make a difference in the lives of those incarcerated. We hope you find this year's report informative and encourage you to visit OCE's website for further information. If you have questions or need additional information on OCE programs, please do not hesitate to contact us.

Sincerely,

Michael Reese *M. Doolin*



Mike Reese

Director
Oregon Department
of Corrections



Melanie Doolin

Administrator
Oregon Corrections
Enterprises

ABOUT US

Every day, our team members work with adults in custody (AICs) to encourage integrity, build respect, and foster a commitment to excellence. Our work programs focus on bridging the gap between incarceration and success on the outside through on-the-job-training.

HISTORY

In 1994, Oregon voters passed Ballot Measure 17, requiring AICs to work or receive on-the-job training for 40 hours each week. DOC responded by expanding work opportunities, including community work crews. Until the late 1990s, these industries operated within the Oregon Department of Corrections (DOC) and were subsidized by the State General Fund. As budget pressures increased, the legislature called for these programs to become self-sustaining. Then in 1999, voters approved Ballot Measure 68, establishing OCE as a semi-independent state agency. OCE became the successor to the DOC Corrections Industries program, with finances separated by statute from DOC and no reliance on taxpayer dollars. Instead, OCE is funded entirely through the sale of its products and services.

MISSION

The mission of OCE, in partnership with DOC, is to promote public safety by providing adults in custody with voluntary work and training opportunities in a self-sustaining organization. We are committed to providing transferable work skills and training opportunities for every AIC in our programs.

PARTNERSHIP

While OCE is a semi-independent state agency, it is closely connected to DOC, operating under the authority of the DOC Director, 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.

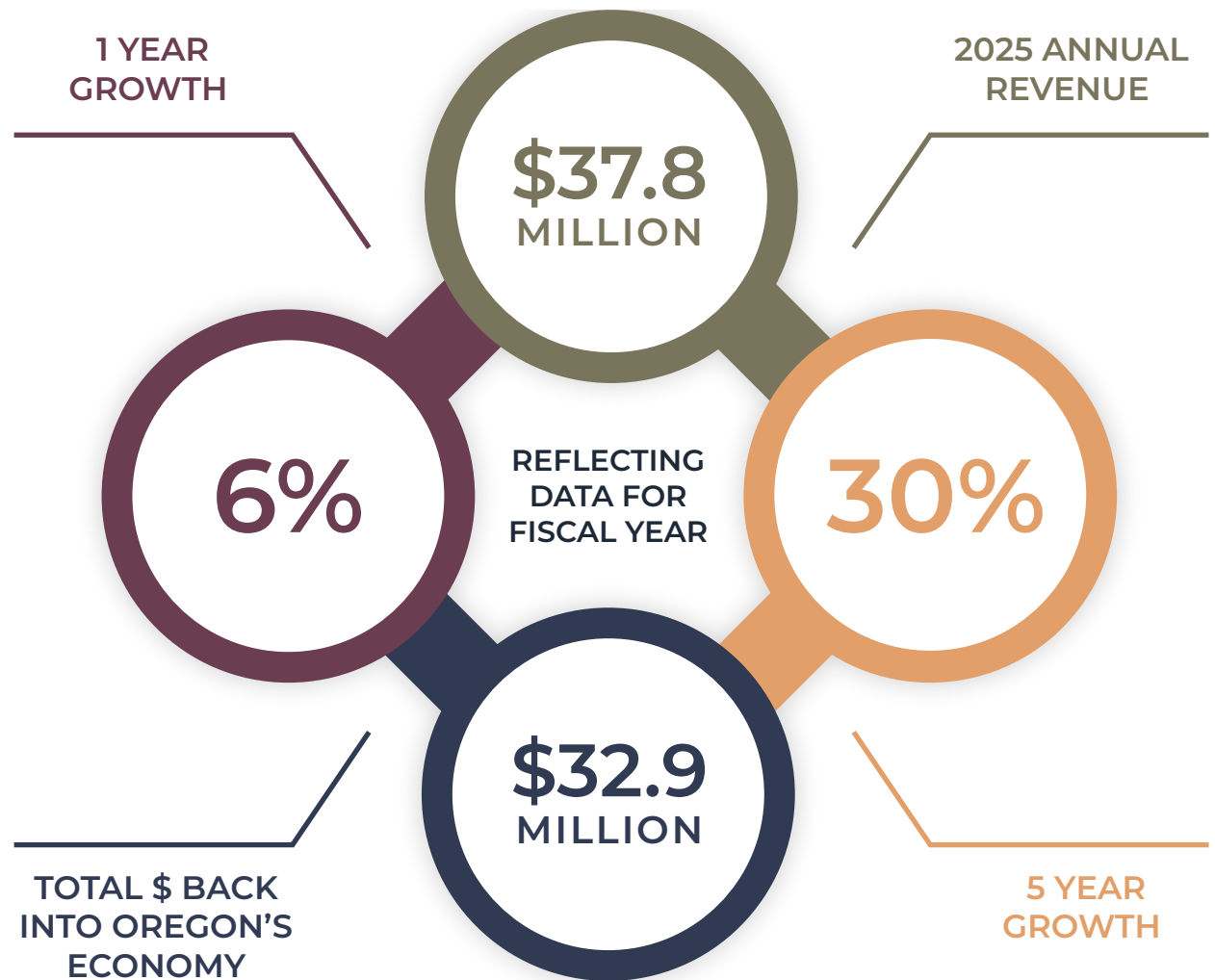
OCE SUPPORTS THE DOC MISSION

OCE helps implement DOC's mission of to protecting communities, promoting accountability, and transforming lives.. When AICs engage in productive work activities, Oregon's prisons are safer.





2024-25 YEAR IN REVIEW



PERCENT OF SALES FROM

44%

Other
Sources

25%

Oregon State
Agencies

18%

Oregon
Department of
Corrections

3%

Education
(K-12, Colleges
& Universities)

5%

Prison Industries
Enhancement
Certification
Program

5%

Local
Government

BENEFITS & SAVINGS

\$888,372

Contact Center savings to the
State of Oregon

\$54,839

Paid to Victims Assistance

10,176

Meals provided for the
Governor's Food Drive

15 # of Charitable
Donations



WORKFORCE DEVELOPMENT AND REENTRY

The Workforce Development and Reentry Unit is at the forefront of preparing AICs in OCE for successful reentry. Our team focuses on creating clear pathways for AICs to develop work skills, gain industry-recognized certifications, and build the soft skills necessary to thrive both inside our industries and after their release.

Oregon Corrections Enterprises (OCE) has made strategic progress this fiscal year in delivering industry-aligned certification and workforce readiness training to adults in custody (AICs), with a continued focus on soft skills, technical education, and reentry preparation.

Soft Skills Workshops

We have added an additional reentry workshop series in addition to our Workplace Essentials to support both early-stage and pre-release AICs:

Workplace Essentials is a two-part program combining a guided workbook with an in-person workshop. It covers core values, professional behavior, communication, adaptability, budgeting, and mindset training. This hybrid format allows AICs to reflect individually while also engaging in group-based, skill-building activities that mirror real-world scenarios.

Career Fair Prep is delivered prior to institutional career fairs, this workshop helps AICs build resumes, practice interviews, research the attending employers/unions, and develop and practice elevator pitches. Participants leave equipped with the tools and confidence to have meaningful interactions during the event.

Reentry Prep is designed for long-term AICs who did not have access to attend career fairs. This flexible, learner-centered class focuses on modern job search trends, resume development, applicant tracking systems, and practical interview skills, adapting to the needs of each cohort.

All of these soft skills trainings reinforce workplace behaviors and emotional intelligence, essential traits for long-term job retention and post-release success.



NCCER CONSTRUCTION TRAINING PROGRAM – 2024 LAUNCH

In 2024, Oregon Corrections Enterprises (OCE) became an accredited NCCER (National Center for Construction Education and Research) training provider. In its inaugural year, 10 adults in custody (AICs) successfully completed the CORE certification and began advanced coursework in construction trades.

The program is led by a team of certified instructors including both OCE staff and AICs, reflecting a growing culture of internal leadership and capacity-building. Participants earn nationally recognized credentials that align with high-demand, sustainable wage careers in the construction industry, supporting OCE's mission to enhance reentry success and workforce readiness.



ANNUAL AIC ENGAGEMENT SURVEY

In September of 2024, OCE conducted its second annual engagement survey with AICs participating in OCE programs. The survey continued to identify areas of encouragement and growth opportunities, while also tracking progress on previously identified focus areas.

By the numbers

- 63% participation rate
- Three Likert scale statements
- Three open-ended questions
- 802 responses to the survey

As in 2023, results were reviewed by the OCE executive team (ET), with key takeaways brought back for feedback conversations with AICs in our programs. The ET reviewed the results of these conversations to identify ongoing and emerging areas of focus. Communications were sent out to AICs on the steps OCE is taking to address these focus areas, including visible changes such as electronic information boards and expanded training opportunities.

The three focus areas identified in 2023, learning opportunities, communication, and job security/stability, remained central in 2024. AIC feedback continues to guide OCE's efforts to enhance these areas, contributing to a positive and supportive experience for program participants and fostering preparation for life post-release.



LIKERT SCALE RESULTS

- 88% of AICs believe participation in OCE positively contributes to rehabilitation and reintegration.
- 74% feel their work is valued and recognized by others, both within the program and outside of it.
- 82% feel OCE provides opportunities for personal/professional development.

SNAPSHOT OF OPEN-ENDED QUESTIONS

What about your OCE experience has been rewarding or impactful?

- As the Trainer for the Certification Program, I have found working with all the AICs who have come through the program to be the most rewarding for me. Being able to watch them learn and grow in their sewing knowledge gives me a sense of pride for my part in their development. I have also found it rewarding to be able to interact with our OCE leaders, Management, Supervisors, etc. With my issues with PTSD, it has helped me grow in my interaction with my superiors. Thank You
- When I was promoted to a lead position after a rough period in my personal life.
- The 1st time I was raised to a lead position and my co-workers not only agreed with the decision but were also very supportive of it, felt like I was being compensated for my work.

What has been challenging?

- Working with people that don't want to be here is a challenge
- New software, while challenging, is also rewarding
- Overcoming my own issues with authority

Additional comments and feedback

- I really appreciate that here at CCCF the AICs are allowed to go for any job they want. I am grateful that I got hired here. Working here is one of the best choices I've made while incarcerated.
- I have enjoyed working for OCE. It gives me that sense of feeling like I am not in prison life for the time being. I am still working with the public in a sense and contributing to help others while helping the company I work for.



TOPIC OF THE YEAR

TRANSFORMING LIVES IN RESTRICTIVE HOUSING: THE IMU CALL CENTER AT SNAKE RIVER CORRECTIONAL INSTITUTION

Oregon Corrections Enterprises (OCE), in partnership with the Oregon Department of Corrections (DOC), launched a pioneering call center inside the Intensive Management Unit (IMU) at Snake River Correctional Institution (SRCI). IMUs are special housing units for adults in custody (AICs) who are considered violent, combative, or escape-prone, many of whom struggle with mental illness and spend up to 23 hours a day in isolation. The IMU call center, the first of its kind in the United States, was created to increase out-of-cell time, provide meaningful work, and instill hope for a better future.

The program offers structured employment opportunities to AICs in long-term restrictive housing, allowing them to earn Performance Recognition and Award System (PRAS) funds to support themselves and their families. This daily routine has helped reduce the negative

effects of isolation, fostered a sense of purpose, and led to positive behavioral changes, making the IMU safer for both staff and AICs.

SRCI Assistant Superintendent Casey Cleaver describes the program as “life-changing,” emphasizing that it gives participants pride and a path to employment both inside and outside of special housing. One of the first participants, AIC Hussein, is on track to earn his one-year certificate, a testament to perseverance and personal growth. Hussein credits the call center with fundamentally changing his outlook on life, giving him hope and a sense of connection to others.

As the IMU call center approaches its first anniversary this fall, its positive impact on mental health, behavior, and hope for the future sets a new standard for correctional programming. The pilot has demonstrated that even in the most restrictive environments, meaningful work can transform lives. OCE and DOC are now assessing the potential for expanding the program to other institutions and special housing units, making the IMU call center a beacon of possibility and proof that rehabilitation and second chances are possible, even in the most challenging circumstances.



COLLABORATION

REENTRY – COLLABORATING FOR A SEAMLESS STRATEGY

OCE aligns with DOC to ensure AICs receive wraparound support before and after release. Foundational work readiness begins with OCE's soft skills programming. As AICs near release, DOC transition programs (e.g., Road to Success) and WorkSource Oregon's Reentry Program step in, offering employment services, training, and community-based support across all nine local workforce development boards.

OCE is addressing real industry shortages with targeted training. OCE programs integrate both technical and soft skills, preparing AICs to meet employer expectations. Our model creates a professional, accountable environment inside the institutions. Pre-release partnerships ensure continuity of services and increase post-release success rates.

OCE's certification and training programs are not just about employment, they are about purpose, self-sufficiency, and reducing recidivism by giving participants meaningful tools for community reintegration.

Braille Transcription Certification Program (OSP)

This year marked the launch of the Braille program at Oregon State Penitentiary, funded by a Bureau of Justice Assistance grant and in partnership with DOC. With only one certified braille transcriber in the state education system and an ongoing shortage, this program addresses a critical workforce gap while offering meaningful employment training to AICs.

Highlights include:

10-person cohort working through the Unified English Braille Literary Course under a certified Braille Specialist. We ended the fiscal year with a second cohort of 10 participants - a total of 20!

Training mimics real-world hiring: formal applications, panel interviews, and professional expectations. AICs adhere to workplace norms, receive technical instruction, and practice soft skills including mentorship, resilience, and communication. Innovative learning tools



like “Brabble” (Braille Scrabble) enhance retention and engagement, reinforcing both literacy and discipline.

In addition, the Braille Transcriber Apprentice Program (BTAP) supports AICs post-release with advanced training in proofreading, formatting, and small business management to support sustainable employment or self-employment.

Participants will progress into production roles, with additional instruction including tactile graphics training (developed in-house by OCE), preparing them for roles in education or freelance transcribing upon release.

A second Braille Specialist was hired to begin a second program location at Coffee Creek Correctional Facility, Oregon's only women's facility, in July 2025.

OCE's certification and training programs are not just about employment, they are about purpose, self-sufficiency, and reducing recidivism by giving participants meaningful tools for community reintegration.

OUR PROGRAMS

OCE makes every effort to keep as many AICs working as financially possible. OCE programs are not funded by taxpayer dollars, yet OCE programs benefit the state by avoiding criminal justice system costs. The following pages highlight the participation and certification completions by program at the close of the fiscal year.

All OCE shops utilize Dell computers and Paycom timeclocks hardware, as well as Paycom HRIS and Globalshop Solutions ERP software.

LOCATION	PROGRAMS AROUND THE STATE
CCCF	Braille • Design • Scanning • Sewing
DRCI	Laundry • Call • Center
EOCI	Laundry • Call Center • Garment
OSCI	Print • Mail Design • Call Center
OSP	Laundry • Braille • Call Center • Metal(CADD) • Wood(CADD)
PRCF	Call Center
SCI	Laundry • Metal • Wood • Logistics
SRCI	Laundry • Call Center • Sign Fabrication(CADD)
TRCI	Laundry • Wood(CADD) • Upholstery(CADD) • Logistics
WCCF	Call Center • Work Release

ADDITIONAL PROGRAMS	
SHOP	PARTICIPANTS
Admin Office	Marketing 2
	Clerk 1
	Janitorial 1
Other Certifications	Work Release 2

PROFESSIONAL CALL CENTER SERVICES

Our Call Centers offer scalable, high-performance inbound and outbound calling services designed to meet the needs of businesses, nonprofits, and government agencies. Whether it's customer service, lead generation, appointment setting, or product outreach, our trained teams deliver consistent, professional communication with a focus on quality, reliability, and results.

At the heart of our success is a comprehensive training program that prepares participants to represent client brands with professionalism and integrity. Every team member completes our Call Center Certification Program.

Real-time supervision and ongoing coaching ensure our teams not only meet but often exceed performance metrics. More importantly, this program equips individuals with the confidence and capabilities to succeed in the workforce, supporting both immediate operational excellence and long-term reentry success.

PRINCIPLES	SOFTWARE	CERTIFICATIONS
Professionalism Effective Communication Customer Focus Accountability Teamwork Time Management Technical Proficiency Problem Solving	Proprietary Equipment Software Microsoft Word Microsoft Excel Adobe Suite Pace ERP	OCE Business Technology – Call Center
	PARTICIPANTS	CERTIFICATIONS AWARDED
	Contact Center.....491	Call Center Services.....62

BRAILLE TRANSCRIPTION

The Braille program provides nationally recognized training in Unified English Braille (UEB) transcription, preparing them for certification and employment as professional transcribers. Participants progress through a rigorous curriculum includes literary braille, tactile graphics, and formatting, supported by certified instructors and peer mentorship. The program fosters reentry success by combining technical skill-building with meaningful, purpose-driven work.

EQUIPMENT	SOFTWARE	CERTIFICATIONS
Braillo Embossers Formax Burster Perkins Braillers Tamerica Durabind Corel Draw	Duxbury PerkyDuck	Literary Braille Transcribing (UEB) Tactile Graphics Production Formatting and Nemeth Code (Mathematics)
	PARTICIPANTS	CERTIFICATIONS AWARDED
	Braille.....23	





COMMERCIAL PRINTING SERVICES

Our Commercial Printing program delivers high-quality print solutions tailored to institutional clients, businesses, and custom projects. We specialize in offset and digital printing, business cards, workbooks, promotional materials, and envelope converting, offering a full spectrum of print production services.

With skilled operators and state-of-the-art equipment, we ensure precise cutting, folding, and finishing to meet demanding quality and volume requirements. We're a reliable partner for organizations seeking professional, durable, and visually impactful print products with quick turnaround times.

MAILROOM OPERATIONS

Our Mailroom program provides efficient, reliable mail processing and distribution services supporting institutional and commercial clients. Operating adjacent to our print shop, the mailroom handles sorting, packaging, postage application, and delivery logistics with precision and professionalism.

Participants gain practical experience in mail handling systems and workflows, emphasizing accuracy, timeliness, and customer service. This program is essential for organizations that require dependable mailroom operations as part of their daily business.

SCANNING OPERATIONS

Our Scanning program provides efficient, reliable conversion of hardcopy documents to digitized documents, from preparing documents to indexing/bookmarking to hardcopy destruction. Participants gain practical experience in professional scanning equipment and editing software, as well as document preservation, timeliness, and customer service.

EQUIPMENT	SOFTWARE	CERTIFICATIONS
Digital and Offset Presses Envelope Converter Cutters, Folders, and Collators Padding, Drilling, Stamping, Sealing Document Scanners	Proprietary Equipment Software Microsoft Word Microsoft Excel Adobe Suite Pace ERP	OCE Industrial Technology – Commercial Printing USPS Professional Mail Design
	PARTICIPANTS	CERTIFICATIONS AWARDED
	Commercial Printing.....52 Mail Fulfillment12 Scanning3	Commercial Printing.....7 Mail Fulfillment2 Scanning.....0

MULTIMEDIA DESIGN SERVICES

Our Multimedia Design program offers professional-quality design services ranging from digital graphics and motion graphics to video editing and promotional content creation. We specialize in delivering creative solutions for organizations looking to enhance their visual communication — whether it's a training video, digital brochure, internal campaign, or branded motion piece.

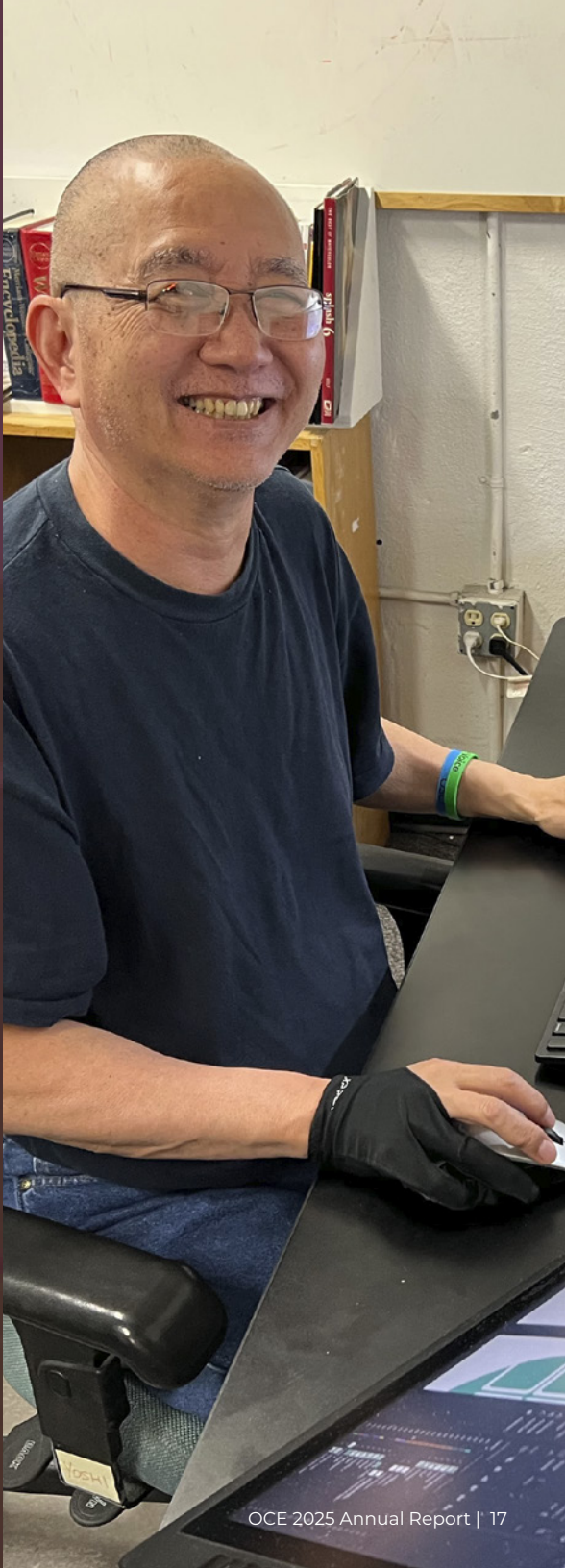
With access to industry-standard software and hardware, our team produces visually compelling work with attention to detail, turnaround speed, and client goals. From concept to final cut, we combine creativity with professionalism to deliver high-quality multimedia products that make an impact.

DIGITAL SOLUTIONS TEAM

Our Digital Solution team consists of a small but highly skilled team of participants who design and build professional, user-friendly databases and software tools to streamline workflows. They tackle real-world challenges with creativity and technical expertise.

One standout achievement is CLARA, an innovative AI-powered call screening tool developed in-house to improve call center efficiency and quality. This project showcases the team's ability to deliver cutting-edge solutions that have a direct impact on operations.

PRINCIPLES	SOFTWARE	CERTIFICATIONS
Graphic Design Principles and Digital Composition Branding and Marketing Concepts Motion Graphics and Animated Content Creation	Adobe Creative Cloud, including Photoshop, Illustrator, InDesign, After Effects, and Premiere Pro Blender Visual Studio Microsoft Word Microsoft Excel Microsoft Access	OCE Business Technology – Multimedia Design
SKILLS DEVELOPED		
Audio and Video Editing Techniques Database Design and Management Problem-solving and Debugging Exposure to AI integration and User Experience Design		
	PARTICIPANTS	CERTIFICATIONS AWARDED
	Graphic Design..... 11	Graphic Design..... 8





METAL FABRICATION AND WELDING

Our Metal Fabrication and Welding program produces durable, high-quality products such as sanders, park equipment including fire rings and benches, and custom metal fabrication projects tailored to client needs. We combine skilled craftsmanship with industry standards to deliver reliable, functional, and well-finished metal products. Our comprehensive training path prepares individuals for competitive careers in welding, fabrication, and metal trades, with credentials that are widely respected in the industry.

Minimum-custody AICs can continue developing their skills at the Forge, where they apply their training to real-world projects that integrate both wood and metal fabrication. From installing fabricated components onto customer chassis to refurbishing trailers and constructing boat docks, the Forge offers hands-on experience that builds on foundational skills and supports career advancement.

EQUIPMENT	SOFTWARE	CERTIFICATIONS
Horizontal and Vertical Band Saws Chop Saw/Cut-off Saw Manual and CNC Plasma Cutters Oxy-Acetylene Torch Ironworker Machine and Shear Hydraulic Press/shop Press Press Brake Tube Bender and Pipe Notcher Plate and Sheet Roller Drill Press and Magnetic Drill Lathes and Milling Machines MIG, TIG, Stick, and Flux Core Welders Sandblasting Cabinet/Booth Paint Booth and Sprayers Welding Gauges/Calipers/ Micrometers Angle/Die Grinders Belt/Disc Sanders Pneumatic Nailers & Staplers Drills/Drivers/Oscillating Multi-tools	Machine-specific Proprietary Software Cabinetvision and ActionPress Vision Autodesk Inventor, Vault Pro, AutoCAD, DWG TrueView Adobe Acrobat Pro, Illustrator, InDesign, Bridge, Photoshop AlphaCam and HyperCam 3dsMAX Microsoft Visual Studio, VS Code, Word, and Excel Blender	OCE Industrial Technology – Metal Fabrication and Welding NCCER CORE NCCER Welding Levels 1-3 NCCER Project Management BOLI Welding Apprenticeship AWS Qualification Cards for Advanced Welds such as 3G and 4G
	PARTICIPANTS	CERTIFICATIONS AWARDED
	Metal Fabrication42	Welding 3 BOLI Structural Welding2 OSP Manufacturing (FF and MS) NCCER CORE.....10

COMPUTER-AIDED DESIGN AND DRAFTING (CADD)

Our CADD program prepares participants for high-demand careers in design, manufacturing, and engineering through hands-on training and real-world project experience. Participants develop the ability to create precise technical drawings, 3D models, and prototypes that support production and sales operations across multiple industries.

Beyond technical drafting, the program emphasizes digital fluency, creative problem-solving, and collaboration, skills essential in today's technology-driven workplaces. Participants leave with a strong foundation in both design and production workflows, ready to contribute to modern teams and adapt to evolving industry tools and standards.

PRINCIPLES	SKILLS DEVELOPED	SOFTWARE
Technical Drafting & Precision Design Parametric & Mechanical Modeling CAM & CNC Integration Visualization & Rendering Digital Publishing & Communication Programming & Automation Design Thinking & Problem Solving	2D/3D Drafting, Blueprint Reading, GD&T, Industry Standards	AutoCAD, DWG TrueView, Inventor, Cabinetvision
	Parametric Design, Assembly Modeling, File Management, Design Iteration	Autodesk Inventor, Vault Pro
	Toolpath Generation, CNC Programming, CAD-to-CAM Workflows	AlphaCam, HyperCam, Cabinetvision, ActionPress Vision
	3D Rendering, Animation, Visual Storytelling	3ds Max, Blender, Adobe Photoshop, Illustrator
	Technical Documentation, Layout Design, Asset Management	Adobe InDesign, Acrobat Pro, Bridge
	Scripting, Customization, Design Automation	Microsoft Visual Studio, VS Code
	Iterative Design, Prototyping, Collaboration, User-Centered Design	
	PARTICIPANTS	CERTIFICATIONS AWARDED
	CADD 20	Productivity now 0





COMMERCIAL LAUNDRY SERVICES

Our Commercial Laundry operations deliver high-volume, professional laundering for hospitals, healthcare facilities, institutions, and businesses of all sizes. We process linens, uniforms, and specialty items using industrial-grade equipment and strict sanitation standards that meet healthcare and institutional compliance requirements.

Our trained staff follow rigorous protocols for chemical handling, personal protective equipment use, and infection control, ensuring cleanliness, safety, and consistency with every load. Logistics warehouse drivers support customer satisfaction through on-time deliveries, professional communication, and dependable service that clients can trust.

HANDS-ON TRAINING AND WORKFORCE DEVELOPMENT

Participants receive comprehensive training in commercial laundering operations, including safe chemical use, PPE compliance, workflow efficiency, and equipment handling. They build real-world skills in team-based environments, learning how to work collaboratively, take initiative, lead peers, and train new team members on production processes.

Through structured instruction and daily operations, they develop core workplace habits like punctuality, quality control, and accountability, preparing them for employment in commercial laundry, logistics, or supervisory roles upon release.

EQUIPMENT	SOFTWARE	CERTIFICATIONS
Industrial Washer-Extractors Tunnel Washers Tumble Dryers Flatwork and Roller Ironers Various Folders and Presses Various Wrappers Lint Collection Systems Chemical Injection Systems and Pumps pH Test Kits Dock Levelers Pallet Jacks	Machine-specific Proprietary Software Microsoft Word Microsoft Excel Microsoft Access Adobe	OCE Industrial Technology – Commercial Laundry OCE Industrial Technology – Commercial Laundry Sort BOLI Electrical Apprenticeship BOLI Custodial Services BOLI Industrial Maintenance Apprenticeship
	PARTICIPANTS	CERTIFICATIONS AWARDED
	Laundry.....415 Laundry Sort64 Logistics..... 8	Laundry.....87 Laundry Sort..... 42 BOLI Custodial..... 4

COMMERCIAL SEWING, EMBROIDERY AND SCREEN PRINTING

Our Sewing Program delivers professional-grade textile and apparel solutions. From producing the iconic Prison Blues® workwear line to fulfilling custom sewing, embroidery, and screen-printing orders, our team handles high-volume production with precision, consistency, and craftsmanship.

We manufacture durable garments and textile products for institutional and private clients, offering full-service capabilities, including fabrication, branded embroidery, and custom screen-printed designs. Whether it's uniforms, custom merchandise, or detailed embroidery work, our production floor is equipped to meet demanding quality and delivery standards.

TRAINING AND CERTIFICATION FOR ADULTS IN CUSTODY

Participants receive hands-on training in industrial sewing and apparel production, with exposure to embroidery and screen-printing processes. The program emphasizes quality control, equipment operation and maintenance, personal safety, and professional production standards.

EQUIPMENT	SOFTWARE	CERTIFICATIONS
Industrial Sewing Machines (single needle, serger, coverstitch, bar tack, pocket setter, and more)	Machine-specific Proprietary Software	OCE Industrial Technology – Sewing
Industrial Digitizing Machine	Microsoft Word	OCE Industrial Technology – Embroidery
Embroidery Machine (1-15 head)	Microsoft Excel	BOLI Custodial Services
Screenprinting and Direct-to-Film Printing	Microsoft Access	
	Adobe	
	PARTICIPANTS	CERTIFICATIONS AWARDED
	Garment and Embroidery103	Textiles2
		Commercial Sewing19
		Commercial Embroidery..... 4





WOOD FABRICATION AND UPHOLSTERY

Our Wood Fabrication program crafts high-quality custom tables, desks, cabinetry, and more, blending traditional woodworking skills with modern manufacturing techniques. Our Upholstery program produces quality seating for offices and education centers, as well as custom projects such as bus seats. We pride ourselves on precision, durability, and craftsmanship, delivering products that meet both institutional and custom client needs.

EQUIPMENT	SOFTWARE	CERTIFICATIONS
Standard and CNC Saws and Routers	Machine-specific Proprietary Software	CE Industrial Technology – Wood Manufacturing
Planers and Edgebanders	Cabinetvision and ActionPress Vision	OCE Industrial Technology - Upholstery
Tenoning and Doweling Machines	Autodesk Inventor, Vault Pro, AutoCAD, DWG TrueView;	NCCER CORE
Drill Press and Boring Machines	Adobe Acrobat Pro, Illustrator, InDesign, Bridge, Photoshop	NCCER General Carpentry and Cabinetry
Various Hand and Power Sanders	AlphaCam and HyperCam	NCCER Project Management
Measuring Tools and Calipers	3dsMAX	
HVLP Spray Guns	Microsoft Visual Studio, VS Code, Word, and Excel	
Pneumatic Nailers & Staplers	Blender	
Drills/Drivers/Oscillating Multi-tools		
Veneer Press and Laminate Trimmer		
	PARTICIPANTS	CERTIFICATIONS AWARDED
	Wood Fabrication..... 101	Wood Fabrication..... 18
	Upholstery..... 13	Upholstery..... 3
		OSP Manufacturing (FF and MS) NCCER CORE.... 10

SIGN FABRICATION

Our Sign Fabrication program produces high-quality, custom signage solutions for a variety of institutional and commercial needs. From durable outdoor signs to intricate indoor displays, banners, and decals, we deliver professional products that effectively communicate your brand and message.

Training includes:

- Sign design fundamentals and software use
- Equipment operation and maintenance
- Material handling and finishing techniques
- Quality control and safety protocols
- Teamwork and production workflow

Graduates leave the program ready to work in sign manufacturing, graphic production, and related trades with real-world skills and valuable knowledge.

EQUIPMENT	SOFTWARE	CERTIFICATIONS
Power Saws and Shapers CNC Routers Rotary Engravers Vinyl Cutters	Machine-specific Proprietary Software AutoCAD Microsoft Word Microsoft Excel Adobe	OCE Industrial Technology – Sign Fabrication
	PARTICIPANTS	CERTIFICATIONS AWARDED
	Sign Design..... 21	Sign Design..... 2



LOOKING FORWARD

Over the past year, our efforts have centered on strategic planning, driving operational efficiencies, and expanding the reach and impact of our reentry program. OCE will continue to prioritize building relationships that create new work opportunities, on-the-job training, and fair chance hiring through our Reentry and Pre-Release Hiring Program. Internally, we are committed to refining our operational strategy in manufacturing, implementing a new Enterprise Resource Planning (ERP) system to improve consistency and visibility across the organization, and enhancing training and development opportunities for both employees and adults in custody (AICs).

OCE has continued to forge partnerships with private entities dedicated to fair chance hiring. Participants in these programs receive training in the specific work of our private partners while still in custody and are hired by these same employers upon release, entering the workforce as experienced workers. We remain committed to growing and developing these relationships.

We are also actively engaged in the professional growth of our employees and managers. This includes robust succession planning,

offering timely and constructive performance feedback, and regularly measuring employee satisfaction to foster a more inclusive and efficient organization.

OCE will continue to prioritize reentry from the moment an AIC begins participating in our work and training programs, ensuring they are well-prepared for success upon release.

At OCE, we understand that a thriving workforce and strong collaboration are key to fulfilling our mission. With this in mind, we have undertaken a comprehensive effort to enhance employee engagement, extending this focus to our program participants as well. Through surveys and open conversations, we continue to assess engagement levels and identify areas for improvement. This feedback has been instrumental in shaping our organizational goals and mission drivers. Our feedback sessions foster meaningful dialogue, allowing us to collectively define the drivers that support our mission and set the course for the year ahead.



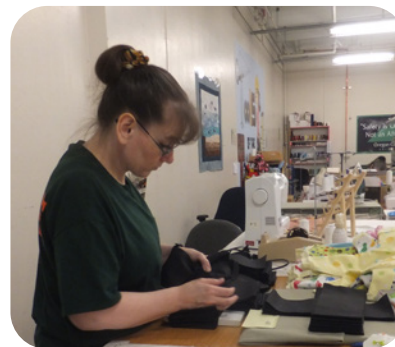
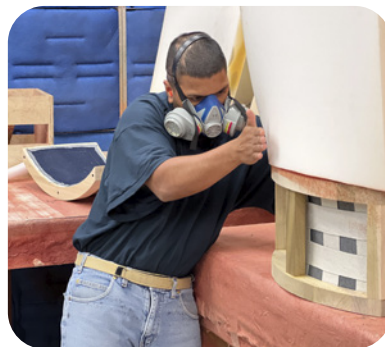


MISSION DRIVERS/ORGANIZATIONAL GOALS

OCE mission drivers align with agency organizational goals. The mission drivers were developed from feedback received during the first employee engagement survey and are updated annually after each survey. This process involves a review of survey data and comments, and leadership engaging in feedback sessions with staff to confirm areas of focus.

- Empower OCE Staff
 - Create and maintain a respectful work environment
 - Continuous training opportunities for professional growth
 - Decisions made and problems solved at the appropriate level
- Develop Internal and External Communications
 - Communicate multi-directionally
 - Engage employees and follow through on feedback
 - Utilize modern technology
 - Maintain meaningful media presence
- Partner with Public Sector
 - Develop partnerships/relationships with public agencies
 - Provide quality product/service at a competitive price
- OCE presence on Oregon Buys
- Partnering with Private Sector
 - Develop relationships with businesses and partners
 - Develop 2nd chance employment opportunities
- Successful Reentry
 - Create and implement industry recognized training and certifications
 - Develop and maintain relevant work opportunities
 - Pre-release hiring program
- Financial Self-Sustainability
 - Provide work, training, and reentry opportunities to adults in custody while maintaining self-sustainability
 - Provide quality products/services at a fair price
 - Reinvest in operations infrastructure

Help us remove the barriers to success and be a part of the solution for safer communities. Support OCE today through People, Programs, Partnerships, or Products and Services.



THANK YOU

Success in any organization comes down to its people. The OCE staff make a difference in the lives of the individuals participating in our programs and provide a solid foundation of caring and commitment to encourage change. Without you, our work would not be possible.

We would like to recognize three of our exceptional staff and this year's recipients of the Administrator's Coin:



Brandon Wells

Manager of the Year



Steve McCleskey

**East Side Employee
of the Year**



Lynda Levesque

**West Side Employee
of the Year**

2024 - 25 ADMINISTRATOR COIN RECIPIENTS

Joseph Opyd

Morgen Jaco

Jordan Carter

Michael Bierman

Jeff Whited

Linda Simpson

Patricia Nacoste

Barbara Cannard

Wes Oshel

Eric Warren

OCE is grateful for the service of our distinguished **Advisory Council**. 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 "Dick" Withnell

Chairman



Raquel
Moore-Green



Ernesto
Toskovic



Kevin L. Mannix



Angelica
Ceja-Ochoa



Paul De Muniz



CHANGING LIVES-ONE OPPORTUNITY AT A TIME

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