



# Annual Report 2017



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## Joint Letter from the Director and Administrator

Welcome to Oregon Corrections Enterprises' (OCE) 2017 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 17th 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, 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 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 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.

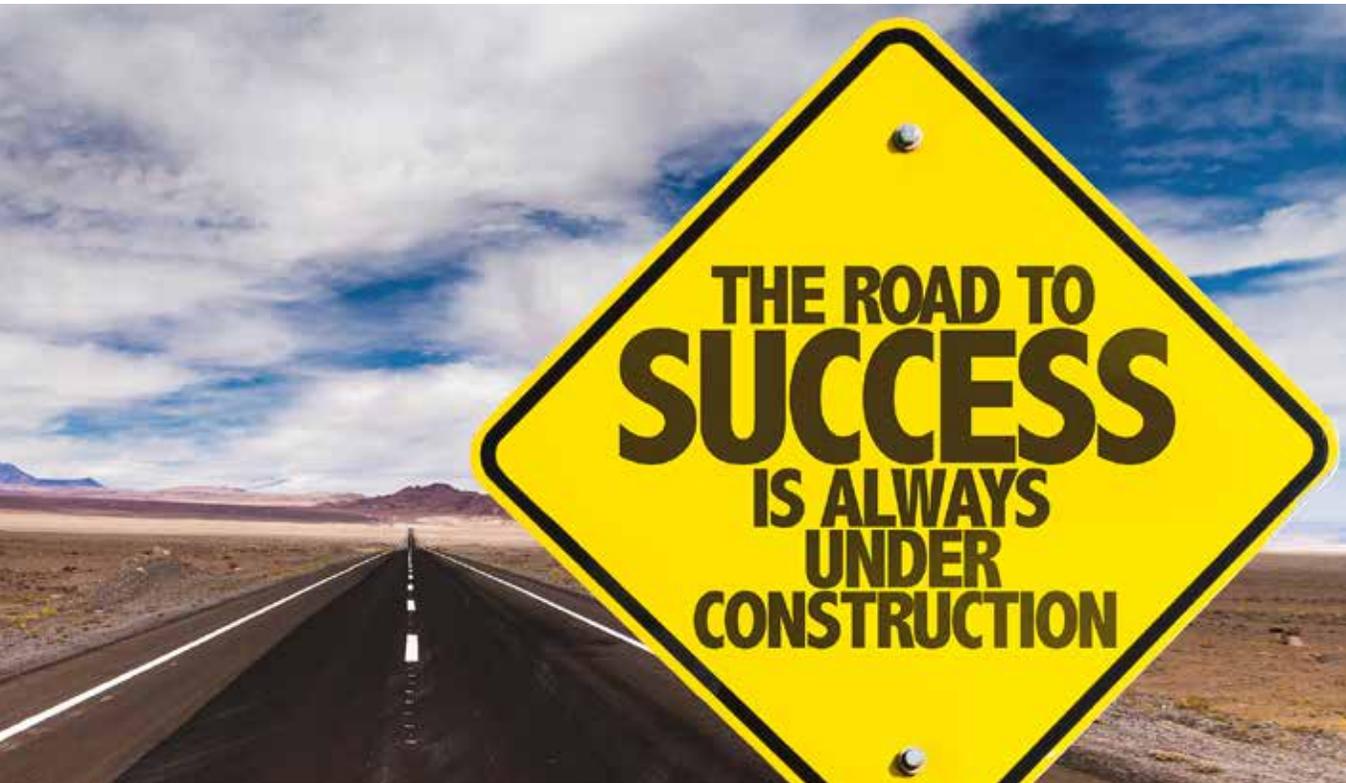
**Promote public safety** – Public safety success can be measured in multiple ways. One method is reduced recidivism. The 2017 Year in Review section of this report discusses this measure in greater detail. Public safety can also be measured by a different data set. Keeping those in custody occupied 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 three stories of success told by those who participated in OCE opportunities and are now living successful lives in Oregon communities.



## Showcasing Success -

## Ann Marie Powers



Anne Marie's story starts out like many. She graduated from high school, obtained an associate degree, married, and had two children. She worked a variety of jobs. She divorced and remarried. Raised to be family and budget oriented, she was an independent soul who did not ask for help – especially when she needed it most. The result was a choice that resulted in a 15-year sentence.

As Anne Marie entered her first housing assignment at DOC,

*“Don't expect too much or settle for too little...and remember: this too shall pass – this too I can survive.”*

she thought she would never have a real life again. She couldn't forgive herself for her poor choices. Even so, having developed a strong work ethic early in life, she immediately started working in whatever work assignments were available. She spent time in the kitchen, in the eyeglass recycling program, and in the religious services programs offered by volunteers.

Here, she developed her own personal mantra: *this too shall pass – this too I can survive.*

Six months later, she soon began to work in an OCE contact center and found her future career. Here was a place she could help others. She would work successfully in this assignment for the next 14 years.

Three months before her scheduled release, Anne Marie signed up for every release class DOC had to offer. Supportive of

her efforts, OCE adjusted her work schedule to accommodate her class schedule. One of the classes talked about housing. While she had no plan, her faith helped her keep a positive attitude. Days later, she was informed that contacts through religious services were providing her temporary housing upon release until she could afford her own.

Without the struggle of finding housing, Anne Marie's focus turned to employment. As many former AICs do, she began working for a temporary staffing agency where she performed a variety of jobs from injection molding to floral arranging.

Where is Anne Marie now? She says she is living in a dream. Just two years after release, she is married, buying a house (reducing her commute time by two-thirds), and working in trial-service status in a full-time job with great benefits. She credits her success to her supportive family, religious services, and her assignment with OCE.

What is her advice to current AICs? Don't give up! Start planning at least two years before release. Make an outline you can modify. Don't expect too much or settle for too little. Find a support system outside of prison to help with housing, clothing, transportation, etc. and remember this too shall pass – this too I can survive.



## How OCE Contributes to Our State

Oregonians will be encouraged by OCE's work in 2017. The agency continues to be self-sustaining and has trained 2,394 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 2.4 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 \$24.7 million in fiscal year 2016-17.*

## 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.

# \$24.7

million back to  
Oregon's economy

- \$3.6 million for raw materials
- \$2.5 million for AIC awards
- \$12.2 million for payroll
- \$5.7 million for operating expenses
- \$.7 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

The Luke Center for Catalytic Leadership  
 Straub Environmental Center  
 Sunrise Church  
 Project Linus  
 Oregon State Sheriffs' Association  
 Treasure Valley Children's Relief Nursery  
 Oregon State Police Fallen Trooper Memorial  
 SCCI Governor's Food Drive  
 Freedom in the Son  
 Wilsonville Rotary Foundations

CCCF Governor's Food Drive  
 West Salem High School Education Foundation  
 BSA – Cascade Pacific Council  
 Helix Grizzlies Booster Club  
 Umatilla Booster Club  
 Marion County Food Bank  
 CAPECO  
 Special Olympics of Oregon  
 Hope Unlimited Teen Reach Adventure Camp

We want to thank you for your donation of denim bags to CAPECO. We use them in our three food programs to ensure that clients have a way to take their food home. We also share the bags with food pantries in the four counties we serve: Umatilla, Morrow, Gilliam, and Wheeler. The bags allow clients to take their food home conveniently. Everyone enjoys the bags and comments on their quality, durability, and usefulness.

We have been receiving bags from you for years. Again, we want to express our thanks and respect to you for reaching out to help others. It's a wonderful thing!

Thank You!

CAPECO Food Share  
 Pendleton, Oregon

## 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.



Lauren Forward

facilities. Lauren is currently the Operations Manager for three Great Clips locations (West Salem, The Dalles, and Lebanon).

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

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

Lauren first discovered an interest in health care when she completed an internship in human resources and employee health at Salem Hospital. She completed a second internship at Avamere where she gained experience in long-term care and skilled nursing



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.



Camille Smith

providing one-on-one mentoring of female AICs, teaching a one-year, faith-based, pre-release class, as well as helping to facilitate a worship night. The pre-release class teaches seven areas of life training: spiritual, psychological, social, physical, financial, marital and parental.

Camille and her husband, Ron, have been married for 34 years and have two daughters and one grandson. Camille is active in United Cerebral Palsy, 4 Paws for Ability, and March of Dimes. Her grandson, Benjamin, was the Ambassador Child for March of Dimes in 2010.

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

Camille's passion is most visible in her volunteer work. Camille volunteered through Bank of America and REACH Community Development in 2011 to help revitalize homes in a "paint and repair-a-thon." Camille currently volunteers at Coffee Creek Correctional Facility,

# Performance Improvement

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

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

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

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

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

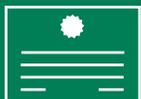
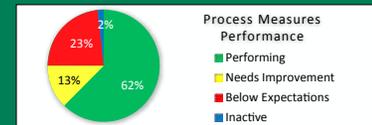
Process Measures Scorecard																	
Quarterly Target Review																	
Fiscal Year 2016-2017																	
1st Quarter: July - September 2017																	
Measure Number	Measure Name	Measure Calculation	Red	Yellow	Green	Target	Desired Direction	Frequency	Data Source	Data Owner	Active/Inactive	Action Required	Comments	Measure Trend	3/31/2016 Measure	6/30/2016 Measure	9/30/2016 Measure
<b>OP1 - Developing Products &amp; Services, Process Owner: S Ryan</b>																	
OP1.A	New Products / Services	# of new products/services under development	< 1	1-2	> 2	5	↑	Monthly	Individual Shops	General Managers	A	No	Guitar Strap, Vest with Collar, Mirror hangers, cone Truck body install, new Call Center Phonetical, Cuff Port, Pistol Locker		3.00	2.00	7.00
OP1.B	New Product Revenue	% of revenue generated by new products or services developed	< 6%	6%-10%	> 10%	15%	↑	0	Financials	T Kite	A	Yes - Other	Will meet with Ken and Josh to discuss if we will continue with this or drop it.		0.00%	0.00%	0.00%
<b>OP2 - Marketing &amp; Communication, Process Owner: B Cannard</b>																	
OP2.A	OCE Website Sessions	# of net sessions on OCE's website in a quarter	< 2100	2100 - 3000	> 3,000	4,000	↑	Quarterly	Google Analytics	B Cannard	A	No	Sales is beginning to refer customers to our website; email blasts for Whs 10 brought more visitors to the site.		4,861	2,428	2,949
OP2.B	Website Customer Satisfaction	% of positive survey responses	< 80%	80%-95%	> 95%	100%	↑	Quarterly	Website	B Cannard	I	Yes - Other	Cannot activate till ecommerce website goes live.		100%	100%	100%
OP2.C	PIO Response Time	% of external requests with timely responses.	< 95%	95%-97%	> 97%	100%	↑	Quarterly	PIO & Media Spreadsheet	B Cannard	A	No	4 requests this quarter		100%	100%	100%
OP2.E	Website Current Information	% of website pages reviewed and/or updated in the last 12 months	< 0.95	95%-99%	> 0.99	1	↑	ing 12 Mon	Website	B Cannard	A	No	This is the first quarter for this measure.				100%
OP2.F	New Product Ideas	# of new product and service ideas received	< 15	15-20	> 20	22	↑	Quarterly	tracking spreadsheet	B Cannard	A	Yes - Other	No new ideas received from Production Manager Telephone Surveys., (OM5.A). Seeking input at QTR to improve this measure.			28.0	0.0
<b>OP3 - Managing Sales &amp; Customer Service, Process Owner: B Snodgrass</b>																	
OP3.A	Sales to Goal	Actual sales for the quarter	< 5,000,000	5000000-6000000	> 6,000,000	6,500,000	↑	Quarterly	MAS	B Snodgrass	A	No	Great start to fiscal year, more normal college billing cycle		6,116,333	6,048,263	7,331,713
OP3.B	New Business	New business sales divided by total sales	< 1%	1%-1.5%	> 2%	2%	↑	Monthly	MAS	B Snodgrass	A	No	\$169,053 New business, including Evans Scholarship (\$87,392) Kirby Hagelhout (\$42,304), PhonnetCall (\$19,974) out of total sales of \$8,733,713		0.1%	0.0%	2.3%
OP3.C	Closing Percentage	Jobs won divided by total jobs quoted	< 80%	80%-90%	> 90%	95%	↑	Monthly	Inside/ Outside Sales	B Snodgrass	A	Monitor	360 total quotes - 105 re-quotes = 255 quotes with 199 orders; 199/255= 78%		85%	84%	78%
OP3.E	Lead follow up	Leads followed up within two business days divided by total leads	< 90%	90%-95%	> 95%	100%	↑	Monthly	Inside/ Outside Sales/Internet	B Snodgrass	A	No	193 internet contacts, two repeats for net contacts of 191. 2/191=99%		100%	99%	99%



\$3.11 million contact center savings to the state of Oregon



14% increase in AIC hours worked



8% increase in number of AIC assigned



\$75,039 paid to victims assistance

## Showcasing Success - George Braley



George Braley and fiancé Yolanda Beyerlin

George started his path to prison early in life. Growing up with divorced parents who did not establish boundaries, he didn't take life seriously or participate in what he calls a "manners education." He completed high school and went on to attend a welding trade school, but he had already become involved with the wrong crowd. When he

*"I had to decide what kind of memory I wanted to leave for my kids. Would it be of a man with problems, constantly in and out of prison? No, it would not."*

felt taken advantage of, he would retaliate. This resulted in several minor assaults, leading up to his eventual incarceration.

His first three months in DOC were spent in a minimum-custody facility, crowded with people and seemingly no opportunities. He became very depressed, unable to see how he could better himself. His counselor suggested he transfer to a different minimum facility with an OCE program where he could utilize his welding skills. Not knowing whether he would be accepted in the program, he weighed his options and asked for the transfer. He arrived at the new location

where he found he would have to apply for the OCE program the same way he would apply for a job on the street: fill out an application.

While he waited to see if he would be selected for an interview, he enrolled in DOC programs he could immediately attend: AA, Al-Anon, and Celebrate Recovery. He also began attending religious services.

He soon got the break for which he was searching. He was interviewed and selected for the OCE Machine Shop. He started off as a painter and immediately discovered working in the OCE program felt like having a real job. He was treated like anyone on the outside – with a few more boundaries.

While assigned to OCE, he took advantage of several opportunities. First, he enrolled in the jointly-run DOC/OCE BOLI Welding program. Second, he enrolled in the DOC Threshold program, where he learned to stop objectifying himself and let go of his criminal mindset. Next, he enrolled in the DOC Nonviolent Communication program. This was one of his favorite programs. It taught him that words are where violence starts. He developed interpersonal skills, such as empathy, listening, and a servant attitude. In all three programs, George dug deep inside himself, did the needed work, and was successful.

It was his personal development success, along with his welding skills, which led OCE staff to work with an employer in the community to give George a chance. The employer interviewed George at the Machine Shop, and when George released,

he went to work the very next day. George has since moved on to a different employer, but stays in contact with the man who gave him a second chance. Because of his success, the employer stays in contact with OCE, looking for new referrals.

When asked what made George decide to change his life, he had this to say: "I had to decide what kind of memory I wanted to leave for my kids. Would it be of a man with problems, constantly in and out of prison? No, it would not. Someone once asked me what I wanted carved on my tombstone. I want it to read, 'He was a good man, calm and caring.'"



# U of O Design Studio: Inspiring Ingenuity

The beginning of 2017 marked the start of a new joint venture for Oregon Corrections Enterprises (OCE) and the University of Oregon (UO). Although OCE had been designing and producing quality furnishings for Oregon's schools systems and other Oregon state agencies for years, OCE wanted to take a look at updating the designs of some of its current residence hall furnishings. Graduate students and faculty at the University of Oregon Product Design Department within the School of Art and Design agreed to participate in OCE's idea to design new furnishings that meet the current needs of life in dormitory housing. The project also introduced students to OCE, one of the many re-entry preparation efforts by the Oregon Department of Corrections.

This design studio project was a joint venture between OCE and UO students to design a modern, cohesive, and functional look that could stand up to the heavy use of college/school life. A contest ensued with OCE funding a \$1,000 scholarship to each of the five design winners. The partnership gained international exposure at the 2017 International Contemporary Furniture Fair in New York City. This one-of-a-kind venture was showcased through a booth featuring the entire furniture suite designed by Sarah and Amanda, along with a story booklet designed by OCE staff and published by the OCE Print Shop.

Read the whole story with more pictures at [www.oce.oregon.gov/stories](http://www.oce.oregon.gov/stories).



reimagining the residence hall experience

# Joint venture

Oregon Corrections Enterprises and the University of Oregon





Winners Cara Murray & Sara Murillo for Bed & Dresser



Winners Sara Hashiguchi & Amanda Kibbel for Armoire & Desk



Winner Alex Caves for Seating



The UO students toured the wood and metal manufacturing and design shops at Oregon State Penitentiary. They took the opportunity to ask questions of the master crafters shown above.



The talented and motivated staff and crew of the Two Rivers Correctional Institution constructed furniture for an entire suite in record time to send to the show in New York City.

# 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 2017, 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 Shawn Haywood



*In the relatively short amount of time that he has worked for OCE, Shawn has made a huge impact and has brought professionalism and dignity to the Human Resources Manager position. Since his first day in May 2014, he has shown that he not only cares about OCE and the staff, but he also cares about the functions of his position. He shows his commitment to OCE by being actively involved in TRAIN, not only at the local level, but at the agency level where he is a measure owner of a combined 10 measures.*

*Shawn is committed to helping others succeed and showed this by instituting Employee Developmental Work Plans. He plays a key role in arranging valuable employee training throughout the year. His quality of work is exceptional, and he always comes to meetings prepared to lead the discussion or actively participate. In a short period of time, Shawn has improved relationships with DOC, AOCE leadership, and OCE staff. He is easy to approach and is always willing to help wherever and however he can.*

*Shawn treats others with respect, even while his position requires*

*him to assist in holding others accountable which he does fairly and in accordance with the collective bargaining agreement. He holds himself accountable, and leads by example. Shawn has earned the trust of stakeholders, partially because of the reputation he had established during his previous position within DOC in the Audits Division and secondly because he is an honest and trustworthy person. Because of his years working for DOC, he understands both the DOC and OCE mission and how they pertain to promoting public safety.*

*By doing his job and doing it well, he does his part to ensure the Human Resources Manager position adds value to staff, AICs, and the financial self-sustainability of OCE. His vast knowledge and wisdom is sought after for strategic planning and decision making. He is a valued member of the OCE management team and deserving of the 2017 OCE Manager of the Year Award.*

## Employee of the Year Ben Noid



*Ben has worked for OCE for 17 years. Not only is he a dedicated employee, but he has a special trait: incredible customer service skills. He is the unsung hero of the OSP Laundry. Ben brought with him a commitment to customers that the OCE laundry was needing, and he quickly became a program representative. He was first assigned primarily to oversee one of the Laundry's most valued customers. Back then, the hospital was struggling - not nearly what it is today. Their linen usage and cost per patient per day were much higher than the national average, and Ben was tasked with working directly with them to reduce these costs. Not only was he successful in doing so, but he grew the relationship with the hospital to where it is today, one of OCE's top 10 revenue-producing customers, confirming that his position as a program representative is valuable and financially self-sustainable.*

*Ben's quality of work and organizational commitment does not stop with just one customer. Over the years, his client list has expanded to other large customers, as well as some of the smaller*

*hospitals. Ben is OCE's first line of defense with many of our customers who have a great respect for him. He fields many issues on the customer's site and often times develops a solution that can be implemented without involving the laundry. But, if it is necessary to work with the laundry, Ben communicates to ensure the information is correct and understood.*

*Ben's customer service skills, interpersonal relationships, and positive relations with stakeholders are second to none. Ben knows exactly what is needed in every interaction, whether it is a joke, an empathetic ear, or a promise to "get to the bottom of this right away." He is truly one of OCE's greatest assets. While working with our largest laundry customers to improve both their and OCE's bottom lines, Ben is quite simply phenomenal and quite deserving of the OCE 2017 Employee of the Year Award.*



<b>42</b>	Commercial Laundry
<b>52</b>	Textiles/Embroidery
<b>35</b>	Laundry Sort
<b>26</b>	Computer-Aided Design
<b>7</b>	Sign Design
<b>15</b>	Wood Fabrication
<b>4</b>	Welding
<b>4</b>	Commercial Printing
<b>12</b>	Commercial Sewing
<b>2</b>	Commercial Upholstery
<b>1</b>	Mail Fulfillment

# 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. The program is expected to see its first graduate in the winter of 2017.



10  
participants

BOLI  
Graduates



5  
Structural  
Welding



OCE's first BOLI graduate

## 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.

## 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.

### 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

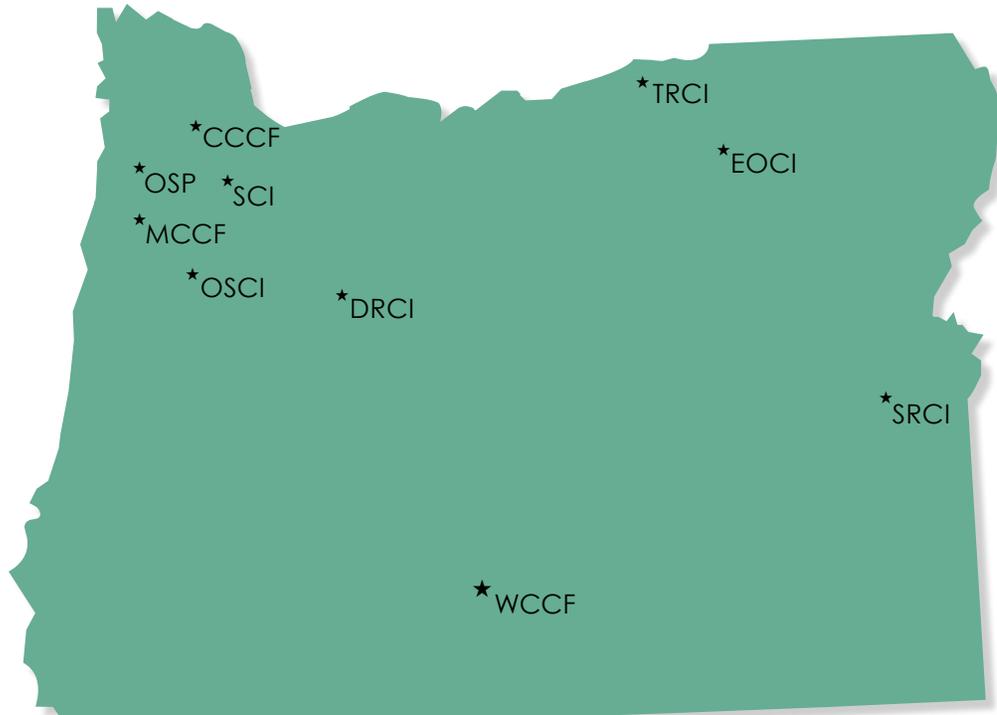
cases, OCE sells the scrap to local recyclers who return the metals to foundries to be melted down into usable product.

### **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 Record-Breaking Year

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 17th 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. With an improved economy and increased sales staff, OCE set a new record in total revenue in 2017. As a result of the increase in sales, a number of additional records were set in other key areas: number of individuals participating in OCE programs, total hours worked, and total awards paid. The increase in participation directly supports the statutory requirement that those in custody participate in education and/or work full-time.



## Coffee Creek Correctional Facility (CCCF), Wilsonville

	
• Scanning	2
• Sewing	8
• Contact Center	28
• CRC-CAD + Textiles	15

## Oregon State Penitentiary (OSP), Salem

	
• Laundry	354
• Contact Center	86
• Computer-Aided Drafting	12
• Metal Fabrication	46
• Wood Fabrication	69

## Deer Ridge Correctional Institution (DRCI), Madras

	
• Laundry	13

## Santiam Correctional Institution (SCI), Salem

	
• Administration	1

## Eastern Oregon Correctional Institution (EOCI), Pendleton

	
• Laundry	19
• Garment Factory	58
• Embroidery	6
• Contact Center	79

## Snake River Correctional Institution (SRCI), Ontario

	
• Laundry	23
• Sign Fabrication	19
• Contact Center	133

## Mill Creek Correctional Facility (MCCF), Salem

	
• Metal Fabrication	11
• Laundry Sort	53
• Warehouse	11

## Two Rivers Correctional Institution (TRCI), Umatilla

	
• Laundry	193
• Upholstery	9
• Wood Fabrication	34

## Oregon State Correctional Institution (OSCI), Salem

	
• Contact Center	28
• Print Services	59
• Mail Fulfillment	13

## Warner Creek Correctional Facility (WCCF), Lakeview

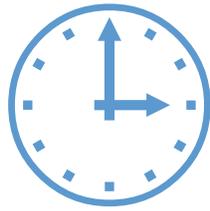
	
• Contact Center	25



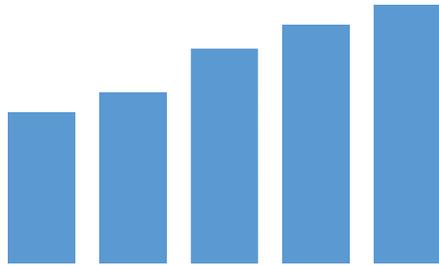
Total Revenue



Revenue for 2017 totaled \$28.5 million.



Adult In Custody Participation Hours



AIC hours totaled 2.4 million for 2017.



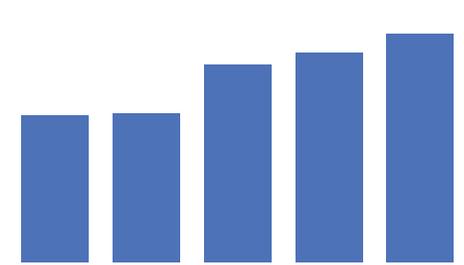
Adult in Custody Participation in OCE Programs



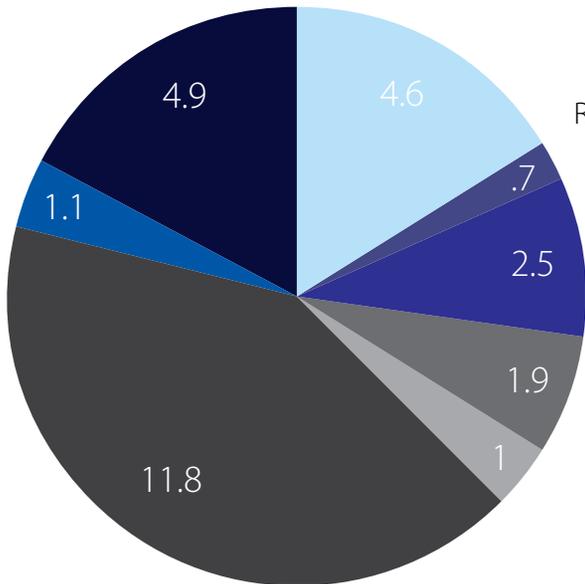
Number of AICs assigned to OCE increased to 1,419 in 2017.



Adult in Custody Awards



\$2.7 million in total monetary awards to participants.



# 2017

Revenue in millions by Industry

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



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

## Prison Blues™ 25<sup>th</sup> Anniversary

In 1989, the State of Oregon was challenged to create jobs for AICs at Eastern Oregon Correctional Institution. After extensive research, it was determined that a garment factory would provide ample jobs and training in a real-world manufacturing environment. A 47,000 square foot factory was constructed, and the first jeans rolled off the assembly line. In addition to clothing for AICs, the factory developed a line of workwear called Prison Blues™ to sell to the general public. In 1992, Prison Blues™ received an official registered trademark and began selling throughout the United States, as well as several overseas countries.

AICs who work in the Garment Factory are all volunteers. In order for AICs to be eligible to participate in the program, they must demonstrate good conduct and go through an interview hiring process that helps prepare them for job interviews outside prison. To keep this coveted assignment, an AIC has to be just as productive on the inside as we are required to be on the outside, as well as maintain good behavior within the institution.

AICs working on the Prison Blues™ line earn private sector prevailing wages and are eligible for quality

and productivity bonuses. Like private sector workers, AICs learn about financial responsibility. Per state and federal law, 80 percent of their wages are withheld to pay for victim restitution, family support, state and federal wage taxes, etc. This significantly reduces the burden on taxpayers. The AICs keep 20 percent of

their awards, which equals about \$150 - \$250 a month. The AICs can use the funds to provide additional family support, take college courses, or purchase items at the prison store; or they can save the remaining amount to prepare for release.

We don't expect these men to become tailors upon their release, but we do know



The proud and talented crew at Eastern Oregon Correctional Institution celebrate 25 years of Prison Blues – Made in the USA and sold around the world.

## Prison Blues™ 25<sup>th</sup> Anniversary (continued)

that they will have an applicable job skill as well as a work ethic that may have been previously lacking. It is difficult for released AICs to re-establish themselves in their communities, but we hope their demonstrated participation in this OCE program will enhance their chances for success in keeping them from perpetuating a life of crime.

Prison Blues™ provides a quality product through a program that teaches AICs the valuable working skills they need to become contributing members of society. We are proud to celebrate the 25th anniversary of Prison Blues™, and we look forward to helping more individuals transform their lives in the years to come.



## Prison Blues™ Guitar Contest

In December 2016, Oregon Corrections Enterprises invited Oregon State Penitentiary AICs to submit designs for a Prison Blues™ guitar to add to our world famous Prison Blues™ brand in celebration of its 25th anniversary. The contest asked for a design of an electric and bass guitar, guitar pick, a stand, and a promotional poster. In January 2017, an OCE



selection committee chose from three submitted designs. OCE awarded David Peel a \$100 prize for each of the two guitar designs. Scott Bessey received a \$100 prize for his pick design. Two months later, Mr. Peel, assigned to the OSP Furniture Factory, began making the prototype guitars that were showcased at the OSP annual car show in June. Feedback from the prototypes gave OCE some ideas on finalizing the design. This new product is providing great training for future luthiers on functionality, design and construction of guitars.



From left: Winners AICs David Peel and Scott Bessey for guitars and picks



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

## 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.

Certification  
Graduates



64

Commercial Laundry

37

Laundry Sort



655

participants



30.7

million pounds of laundry



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



379  
telephone agents



737,119  
contact center hours



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.

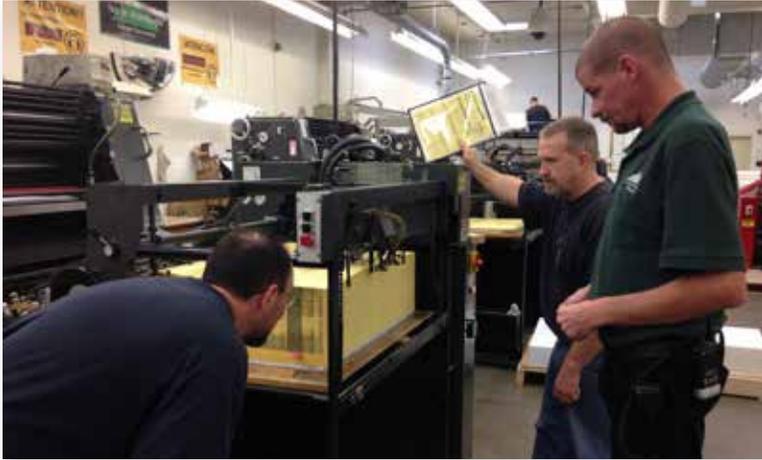
All telephone contacts are recorded. In addition, staff conduct live monitoring of each telephone agent on a regular basis for quality assurance and adherence to established policies.

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.



30,074,649  
pieces printed



804,097  
pieces mailed



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

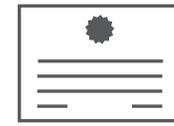
## Print Services

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.

## Certification Graduates



8

Commercial Printing

2

Mail Fulfillment

## 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.



10,299

surveys processed



34

marketing materials  
produced

## 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.



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



80

lockers



5

sanders



19

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.



AICs expand their skill sets by functioning as team leaders and teaching trade skills to other AICs.

Certification  
Graduates



12

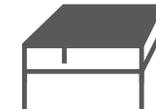
Wood Fabrication

1

Commercial Upholstery



1,198  
desks



872  
tables



1,161  
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.



Garment and Embroidery workers take great pride in producing products with the "Made in the U.S.A." designation.

## 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.

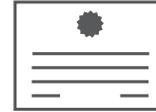
The embroidery program provides custom-embroidered emblems, clothing, hats, and bags. This manufacturing program enables

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

Certification  
Graduates



16  
Commercial Sewing



9,843  
Prison Blues® hickory shirts



37,730  
embroidered pieces



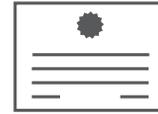
49,448  
jeans

(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 EOCI. 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™.



Certification  
Graduates



4

Sign Design



5,808

products produced



17,218

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 (CCCCF) 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 CCCC Counselors and Security to screen applications for these programs and choose those who will benefit most from this opportunity.

The current programs include Textiles Certification and Computer-Aided Design (CAD) Certification. Each program can host up to 19 trainees and a lab assistant. Lab assistants usually are serving longer sentences and have advanced skills (sometimes a graduate of an earlier class). The CAD certification program lasts approximately six months and teaches participants the fundamentals of computer aided design and drafting, along with some basics from Microsoft Office such as Word and Excel. The Textiles class runs approximately four and one-half months in length and teaches participants the basics of embroidery, sewing, and quilting. The quilts produced are donated to various entities, including non-profit shelters and organizations providing aid to those in need.

### Certification Graduates

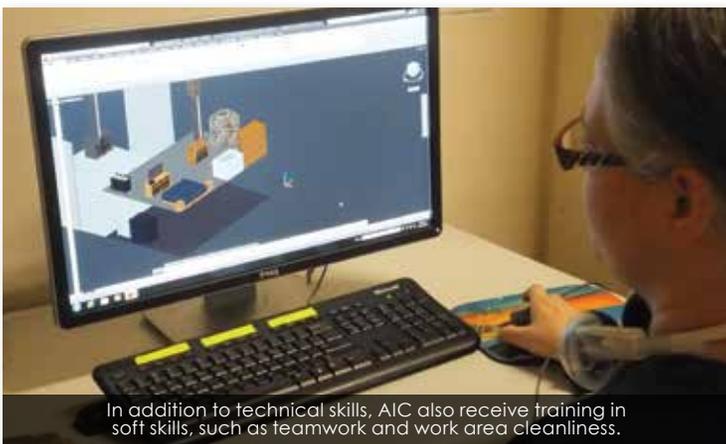


27

Textiles

24

Computer-Aided Design



In addition to technical skills, AIC also receive training in soft skills, such as teamwork and work area cleanliness.

Showcasing Success -

# Trevor Walraven



Trevor became involved with drugs at an early age. By age 14, he committed a crime and was sentenced as an adult. He spent his first two years of incarceration in county juvenile facilities, followed by six months in county jail. He spent the next three years at an Oregon Youth Authority facility, where he studied and earned his high school diploma before transferring to DOC to finish his life sentence.

A little more than one year later, Trevor was housed at Oregon State Penitentiary and applied for an OCE assignment. He worked in the Laundry as a production worker

*Because he was so young when he entered the system, he wasn't really starting over – he was simply starting.*

*before moving to the maintenance section to further develop some of his natural mechanical skills. He learned a lot from OCE staff and his AIC lead worker. Trevor knew he wanted a career and worked as many hours as possible to learn all he could, including maintenance time in the OCE Laundry, Furniture Factory, and Metal Shop. When his AIC mentor released, Trevor moved into the lead position and began mentoring other AICs. Later, he transferred into a clerk position where he tracked maintenance*

*activities and parts inventories, along with various other duties.*

*Trevor felt support from several sources along the way. He had great family support throughout his sentence. Because he showed his intention to improve, OCE supported his learning by coaching, mentoring, and adjusting his schedule so he could attend college classes. While attending a DOC College Inside/ Out class, he learned a phrase that altered his life: "Once you know, you owe." Knowing what his actions had taken from people before his incarceration, he knew he had to*

*start giving back.*

*He applied for a "Second Look" review hearing for juveniles convicted of Measure 11 crimes that takes place after half of the sentence has been served. Advocates at the hearing included OCE staff and DOC officers, as well as family. When the judge announced Trevor would be released in 45 days, he had to transition quickly for release. His post-prison supervision started with close supervision and an ankle bracelet. Because he was so young when he entered the system, he wasn't really starting over – he was simply starting. Now he had to figure out how to be successful.*

*With connections through his family, he was hired to work for a staffing company, where he interviewed potential workers identified their skill sets. He started moving forward when life took a different turn. His original conviction was vacated, and Trevor was sent to county custody for 12 weeks, DOC Intake for two weeks, and OSP for three days. A new judge reviewed the Second Look ruling, Trevor's parole officer advocated for him, and the early release was awarded again.*

*Life has been more challenging after his second release than after his first,*

*but Trevor is not afraid of challenges. While he has secured a job with a long commute, he is still committed to giving back. He is often asked to share his story with others. He is working with DOC and the staffing company who gave him a chance to help connect them with AICs releasing to the company's service area. Now that he knows the process, his goal is to help ease the transition of as many AICs as he can. Why? "Once you know, you owe."*

When OCE staff asked Trevor what OCE could do to improve people's chances, Trevor asked OCE to inform staffing agencies about the types of workers being released and connect with AICs to tell them which staffing agencies to apply to. While OCE has previously connected with a staffing agency, OCE intends to expand its efforts to reach more people.





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 used a variety of methods to raise awareness and forward our mission in the last year:

- Added federally recognized Prison Industries Enhancement Certification Program (Office Services) at Coffee Creek Correctional Facility: currently piloting a private partnership with a company to teach AICs to analyze public sector websites for compliance with the Rehabilitation Act requiring formatting for the visually impaired – those successful in the program are being offered living-wage jobs immediately upon release.
- Provided reusable bags for the National Corrections Industries Association 2017 conference – the bags were ultimately transported across the United States, encouraging conversations with the general public about the great work being done by Corrections Industries around the nation.
- OCE began delivering presentations at local Rotaries to educate the general public and help develop 2nd Chance Employers, reducing stumbling blocks faced by those releasing to Oregon communities.

## Organizational Goals

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



OCE is updating equipment and software to better prepare AICs for release into the current job market.

## 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 practice transparency in all business aspects and leverage the experience and skills provided by our Advisory Council to establish a Business Strategy Team of community-based business leaders to develop opportunities that work for Oregon.*

*OCE, through the National Correctional Industries Association, will seek ways to strengthen partnerships with neighboring states' correctional industries to expand work and training opportunities and best practices.*

*OCE, along with its Advisory Council, has placed an emphasis on establishing more work and training opportunities at Coffee Creek Correctional Facility to better prepare women in custody with viable work skills when released.*

*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.