Our Mission
To promote public safety by providing inmates with meaningful work experience in a self-sustaining organization.

Core Values
Respect for the Individual
We value human dignity, recognize individual contributions, and encourage career and personal growth.

Accountability
We hold ourselves and each other responsible for our actions and for producing on-time, quality products and services.

Commitment to Excellence
We strive to offer quality products and services that exceed our customers’ expectations.

Innovation
We endeavor to find creative and efficient ways to advance our products and services while reducing costs to government.

Integrity
We hold ourselves personally accountable to be honest, fair, and ethical in our business dealings with each other, our business partners and our customers.
Welcome to the Oregon Corrections Enterprises (OCE) Annual Report. As you’ll see in the following pages, OCE is actively carrying out its mission to promote public safety by providing inmates with meaningful work experience in a self-sustaining organization.

OCE creates an environment where inmates learn job skills which can translate into gainful employment upon release. The components of this environment are multi-faceted:

- When the citizens of Oregon voted to approve Measure 17 in 1994, it put a structure around something the Department of Corrections has always done—provide jobs for inmates. OCE staff work with inmates to instill a work ethic of responsibility and dependability, a sense of self-worth, and the tools they need to succeed.

- Increased public safety is realized when inmates are engaged in meaningful, productive activities while incarcerated. OCE inmates work over 1,600,000 hours a year, which reduces inmate misconduct. When an inmate leaves our custody with marketable job skills, his or her chance of re-offending decreases. When crimes are reduced and the number of victims decreases, the mission is successful.

- OCE is not funded by tax dollars. It provides jobs for Oregon citizens, who in turn, support Oregon’s economy. By purchasing raw materials and equipment, OCE also supports private sector jobs in many Oregon companies.

As the director of the Oregon Department of Corrections, I’m proud of the partnership between the Department of Corrections and OCE. We work together daily to make a positive impact on the lives of inmates. That translates to a positive impact on inmate families and the increased safety of our communities. By purchasing OCE products and services, you join with us in making a difference in the lives of Oregonians.

Sincerely,

//Signature//

Max Williams
Director
I am pleased to present the 2007 Annual Report of Oregon Corrections Enterprises. This report is designed to give you an outline of the many activities of our organization and how they contribute to providing our workers the means to succeed once they are released.

At OCE we see many ways to measure our success. Self-sustainability, inmate work skills training, and customer satisfaction are among them. This past year has been very successful in these ways and I credit the support received from our valued customers, the leadership of the Department of Corrections, and the dedicated service provided by the staff and inmates of Oregon Corrections Enterprises for our success.

Success for an inmate training program can also be measured one person at a time. This year inmates in OCE programs worked a total of 1,604,415 hours; each hour representing an opportunity to learn the job skills and work habits he or she will need to get and keep a job when they are released. When this happens, we know we have achieved success – both for the inmate and for the citizens of Oregon.

As in past years, I would once again like to take this opportunity to recognize and thank our customers and partners. It is through your purchases that we are able to effect changes in the lives of our workers. If you have not yet used our products and services, I encourage you to try them.

As you look over the following pages, I hope that you will find our report interesting and informative. If you have questions or would like further information about our programs, please do not hesitate to contact us.

Sincerely,

//Signature//

Robert D. Killgore
Administrator
The Oregon Corrections Enterprises Advisory Council is comprised of professionals from the business, labor and government communities. Membership on the advisory council is voluntary and members serve without compensation. The job of the Council is to advise the OCE administrator on business, labor, and financial issues.

We take this opportunity to recognize their contributions and thank them for all they do.

Our Advisory Council

Kenneth Allen  Jay Dixon  Jim Myers  Neil Bryant
OCE’s programs provide relevant certification and work skills training to prepare inmates for private sector experiences once they are released. Teaching inmates meaningful work skills and a strong work ethic not only helps them find work once they are released; it also changes their outlook on life, helping to make them better equipped to make a successful transition into our communities and less likely to repeat criminal behavior.
Approximately 1,140 incarcerated inmates work in Oregon Corrections Enterprises (OCE) work programs in eight correctional institutions within the state of Oregon. Fifty-three percent (53%) of these individuals will be released within five years. Our goal is to provide these individuals with the skills and attitudes needed to enhance their opportunities to secure employment upon release. To accomplish this goal, OCE implemented an innovative certification and work skills training program.

Now in its third year, the Work Skills and Certification programs are structured to emphasize both technical and soft skill development. The programs combine the hands-on training learned in our shops with transferable values such as understanding the employer’s expectations and setting goals that help them succeed in the workforce. They learn decision-making, social interaction, teamwork, accountability and reliability. The aim is to mirror the private sector environment as closely as possible.

Through the Work Skills programs, inmates gain basic skills in areas such as learning to follow instructions, solving basic problems and working regular hours. Learning these skills enables them to become familiar with the expectations and requirements of the workplace and learn the basic skills associated with job routines.

The goal of these programs is to provide OCE inmate workers with a feeling of confidence and a documentation of their work history and training as they apply for work with a prospective employer. What better way to serve the needs of Oregonians than to reduce recidivism through on-the-job training that provides cost effective products and services to government and private sector businesses.

### Oregon Accountability Model

#### Step to Success

**Program Timeline**

**Evaluation**

During the prison intake process, the inmate is tested for reading and math skill levels.

**Work**

The inmate applies for work at an OCE work program. Once accepted, the inmate works full-time while enrolled in a job skills certification program.

**Certification**

Inmates enroll in certification programs when eligible and are issued a Certificate of Proficiency in their given field.

**Preparation**

The inmate’s certifications and work experience are compiled into a resumé.

### Employment Skills

- Certification
- Job Skills & Experience
Certification Program
To be eligible for the certification program inmates must:

- Demonstrate clear institution conduct.
- Be within 5 years of release. Waiver of this eligibility requirement may be approved on a case-by-case basis.
- Have a high school diploma or GED, or be making the effort to obtain a GED.
- Be compliant with all other institutional programming.
- Demonstrate proficiency in the performance of their assigned duties, and
- Receive positive work evaluations from their supervisors

The skills developed through OCE programs provides inmates with the potential to become work-ready upon their release to the community. Inmates receiving certification through OCE have performed the required number of on-the-job training hours and demonstrated a high degree of curriculum knowledge, a high level of job proficiency, and positive work ethics.

The certification program continues to be developed, with twelve work programs currently providing certification opportunities. Approximately 25% of eligible inmates have applied for the certification programs.

Successful Employment
Upon release, OCE provides the inmate with contacts at the Employment Department and a completed transition packet.

Success
Every day inmates provide products and services to Oregonians. From printing to road signs, from dormitory furnishings for our colleges to digital maps for our counties, inmates provide vital services. Oregon Corrections Enterprises is entirely self-supporting and operates solely on the revenue generated from the sale of its products and services.
Minimizing Competition
OCE strives to balance the interests of private sector businesses with its constitutional mandate to engage inmates in meaningful work. Through business partnerships and mutually beneficial relationships, OCE works with the private sector to add value to their products and services by meeting their need for a stable, skilled workforce. To train the greatest number of inmates, OCE pursues labor-intensive processes. By contrast, the private sector typically avoids these types of activities, favoring technological alternatives to accomplish their work.

Benefiting the Citizens of Oregon
At OCE, we endeavor to keep as many inmates working as financially possible. While we maintain our commitment to maximize inmate work assignments, our constitutional mandate also requires that we operate with self-sufficiency. Over 1,100 inmates work in OCE programs throughout Oregon. In the past year, these inmates were paid just under $2 million in awards for their labor. Inmates contribute part of these earnings toward meeting their obligations for child support, state and federal taxes, court-imposed fines, and victim’s assistance funds. Many inmates also help to support their families by sending home a portion of their earnings.

Contributing to the Economy
OCE purchases a wide array of materials, equipment, and services from Oregon private-sector vendors whenever possible. These purchases totaled $8 million in fiscal year 2007.

Helping Reduce Recidivism
A person who is able to earn an honest living is less likely to commit future crimes. When offenders commit new crimes and return to prison, everyone pays—the victims of repeat offenders, the children and families of these offenders, and taxpayers. Studies conducted by the Federal Bureau of Prisons on how correctional industry programs affect inmate recidivism show that work skills play a significant role in reducing the possibility of an offender returning to prison. Inmates who worked in prison industries or completed vocational and apprenticeship programs were less likely to recidivate than non-program participants and were more likely to find gainful employment.

Giving Back to the Community
Supporting community events and charitable organizations is important to OCE. This year, OCE has been proud to give back to our communities by donating products and services to a number of organizations, including the following:

- American Cancer Society
- Cascade High School FFA Alumni
- Marion County Juvenile Services
- Oregon Criminal Justice
- Marion County, Oregon
- Salem Sand Club
- Salem Area Youth Golf Foundation
- Santiam Water Control District
- St. Vincent de Paul Society
- Hope Dolls
- Children’s Justice Alliance
- The Luke Center
- Sprague High School Band
- Oregon College of Arts & Crafts
- Governor’s Food Drive
- Wilsonville Rotary
- Shirle Elementary School
- United Way
- State Fire Marshall-Governor’s Toy Drive
Everyday, at OCE programs throughout Oregon’s prison system, inmates are gaining work experience, learning new job skills, and preparing for their eventual release into the community.

Over 95% of Oregon’s inmates do, in fact, return to their community. At OCE, we believe our job is not only to provide our customers with great products and services; we are also in the business of producing better citizens for Oregon.
Furnishings

OCE's Wood Products program specializes in producing quality office and university housing furnishings. From the select materials we use to build our wood products to the multi-step finish process that is hand-applied with care, OCE's quality is superb and is unmistakably one of the best values around.

Fiscal year 2006-2007 was another busy year for the Wood Products program. OCE worked with Oregon colleges and universities to complete cabinetry and furnishings for their housing and library projects.

A major project for OCE wood products this past year was providing furnishing for Deer Ridge Correctional Institution (DRCI) located in Madras, Oregon. The DRCI project consisted of providing furnishings for administrative offices, meeting rooms, and common areas at the minimum security prison to be opened late 2007 and the minimum security prison opened in September, 2007.

Cabinetry

Having entered into building cabinets two years ago.... the Wood Products program is now providing cabinetry for large commercial building projects throughout Oregon. We pride ourselves in our ability to manufacture all components of our cabinetry in-house, using only the best materials available to the industry. Our team applies the same rigorous quality standards to our cabinets as we do our furniture lines, helping to make these beautiful cabinets one of the best values in the Northwest.

Training

There is an ongoing need for highly skilled workers in the woodworking industry. Hands-on training from experienced and dedicated craftsmen offers inmates in the Wood Products program the opportunity to learn production manufacturing skills—skills that can lead to success in industries such as cabinetmaking, furniture, millwork and specialty products.

To achieve that goal, workers receiving training in this program will learn to:

- Safely and efficiently use a wide variety of hand and power tools.
- Set up and operate manual and computer-controlled machinery used in the manufacture of wood products.
- Demonstrate knowledge of a variety of materials by selecting and using them in ways that are appropriate to the application.
- Understand and accurately communicate technical information and instructions, whether verbal, text-based or graphical, in individual and group working environments.
- Work effectively to complete individual and team assignments in diverse groups.
- Demonstrate the ability to meet organizational requirements such as schedules, deadlines and timetables.

The skills gained in these areas will provide these individuals with the confidence and ability to gain future employment in our communities upon their release.
Embroidery & Custom Sewing

**Garments**
The Garment program was established in 1990 to clothe Oregon’s inmates and later became known worldwide for the production of the Prison Blues™ clothing line. Still going strong today, Prison Blues™ are sold in the United States, Europe, Japan, Austria, Switzerland, and New Zealand.

Having provided OCE employee uniforms for several years, the Garment program expanded the sale of its uniform products and embroidery services this past fiscal year to various state and local agencies including the Oregon Department of Corrections, Oregon Department of Parks and Recreation, and several Oregon cities and counties.

**Embroidery**
The Embroidery program provides custom screen printed and embroidered emblems, clothing, hats, and bags to both the private and public sectors. This manufacturing program enables private businesses to offer additional products and services to their customers. On a local level, the Embroidery program continued its partnership with Pendleton community leaders to provide products for the world-famous Pendleton Roundup, which is held annually every September.

Inmates working in this program learn basic manufacturing skills, multi-tasking, teamwork, communication skills and how to program and operate the computerized equipment used in this industry.

“**This job has helped me be able to provide things for my kids. I was able to pay my son’s Little League fees and uniform costs this summer.”**

—David D., Garment Factory

**Learning the Business**
Aside from production embroidery and sewing experience and skill in operating various types of sewing equipment, working in the sewing and embroidery programs helps inmates learn about what it is like to work in a “real world” manufacturing environment. From the production lines to quality control, inventory maintenance, order entry and shipping; the inmate workforce is learning to work together as a team to meet a common goal—customer satisfaction. Many inmates have expressed that for the first time in a long time, they have gained a sense of accomplishment from a job well done.

With much of the custom sewing work being performed overseas, bringing these opportunities to the OCE Garment and Embroidery work programs has many positive benefits for private sector companies, inmates and the community, including the ability to proudly display MADE IN THE USA to the tags of the products we manufacture.
Mail Fulfillment

One-Stop Center

The Mail and Distribution Center, located conveniently near the I-5 freeway in Salem, works closely with our Media Design, Print Services, and Contact Center programs to serve our customers. From the telecommunications center all the way through delivery to the post office, let us handle your next direct mail project with our efficient and cost effective service. If you have more than one piece in your direct mailing, we will assemble, sort, stuff, box...whatever it takes to get your materials in the mail—the way you want it to be.

Mailroom customers realize postal savings with our address certification process that nearly eliminates postage returns. Your mailing project will also benefit from our expertise and understanding of the postal regulations governing direct mailing and our various packaging options that keep your materials safely intact while in transit.

Recent Projects

The mailroom assisted Oregon governmental agencies with many large projects this fiscal year, saving taxpayers thousands of tax dollars. Our team is especially proud of our work in distributing newsletters and procedural packets for the Department of Education, and distributing application packets on a daily basis for the Oregon Health Plan. OCE also continues to distribute the yearly benefit packets to state employees for the Public Employee Benefit Board.

Training Opportunities

Projects of the size and scope mentioned on the left offer unique opportunities for our workers to learn and utilize project and document management skills not normally found in smaller organizations. Of equal importance, inmates working in this program leave with knowledge of customer service and a “real world” work ethic.
Printing & Bindery

Quality Service
When you need a printing partner, you can rely on OCE Print Services. The talents and dedication of our OCE staff and inmate printing professionals work every day to make your print project the best it can be. Whatever the project, whatever the quantity, we can handle it.

The mainstay of our Print Services program is State of Oregon print work, which includes letterheads, envelopes and business cards. Over the years, OCE has acquired additional offset and bindery equipment allowing our program to produce a substantial amount of brochures, newsletters, catalogs, and of course—this annual report. This increased volume and variety of jobs has lent itself to excellent on-the-job training opportunities for the inmate workforce.

New Online Ordering
The Print Services program initiated a website for online ordering of letterhead, envelopes and business cards to government agencies. The system has the ability to convert standard templates and most customer print files to a PDF format. By giving customers the ability to view and approve their orders online, the system reduces the chance of error and streamlines the process for ordering stationery.

Jobs for Inmates
OCE worked closely with the Pacific Printing and Imaging Association to structure a certification program for inmate printers. As inmates approach their release date, OCE’s Transition Coordinator provides inmate applicants with a transcript of their course work and on-the-job training and assists in scheduling job interviews with potential employers in their communities.
Metal Fabrication

Products for Oregon
The Metal Shop program provides training opportunities for approximately 50 inmates. Inmates who apply to work in this program are taught by staff with many years of experience in the metal trade. This popular program teaches inmates cutting, grinding, welding, and fabrication techniques on many different types of metals. In addition, they learn the value of teamwork and a job well done. Many times, inmates begin with few work skills and leave with training and experience that translates into employment opportunities within the metal trades after their release from prison.

This fiscal year, the Metal Shop program has been busy producing the prison cell bunk beds, lockers, tables, security door and window frames, stainless steel toilets and sinks, shelving and other cell furnishings for Oregon’s new prison in Madras. In addition to new prison construction, the work program has provided road sanders and dump truck bodies to Oregon Department of Transportation for use in road repair and sanding the mountain passes in the winter months. The Metal program also manufactures the park benches, fire rings, barbeque grills and bicycle racks that are enjoyed by the many visitors to our state parks.

A Special Project
In May 2006 the Statesman Journal featured a story on a recent project completed by two talented individuals working in OCE’s Metal Shop program. Inmate welders Garcia and Garrick designed and manufactured a 6-foot-tall replica of the Department of Correction’s official seal using waste scraps of stainless and carbon steel. The sculpture uses symbolic references to Oregon and American history and nature, including a covered wagon, a trade ship, a miner’s pick, elk, trees and a mountain peak. Near the heart of the sculpture is an eagle, clutching three arrows and an olive branch in its talons.

Staff members at the Oregon State Penitentiary entrance area where the sculpture is located, say it has received rave reviews. People want to know who made it and what it cost. When told the project was made from scraps and that no taxpayer dollars were spent on the project they are amazed. “We scrapped for this,” inmate Garcia said. “We dug pieces out of the garbage.” The two used their time between assigned tasks, more than 3,000 hours of it, to form the 1,133 pieces into their final work. When the two inmates were assigned to other jobs, work on the sculpture was shelved for weeks or months at a time. Garcia and Garrick say they miss working on the sculpture but are proud of what they accomplished. “I left something good behind, something that symbolizes discipline and change,” said Garrick.
GIS Data Services

Diverse Experience
OCE provides training and on-the-job experience to 41 inmates in the high-tech field of Geographic Information Systems (GIS). Inmates working in the GIS program benefit from working on a wide variety of projects. OCE has actively sought private partnerships that offer inmate technicians new perspectives, diversified training, and the promise of potential job opportunities while creating win-win opportunities for all involved.

These projects cover all aspects of GIS—from tax mapping to mapping infestation in forests, to mapping the utility structure for cities. This work has brought critical technology within the financial reach of many city, county and state government offices.

When Minutes Count
One major project was to create a GIS-based emergency 911 dispatch system for Mason County, Washington that required ultimate accuracy in the address of properties along each street element and completeness of the road network. Mason County’s existing system was plagued with inaccuracies, missing data and prone to providing dispatchers with faulty information.

Lurleen Smith, Mason County GIS Manager was more than pleased with the final product, stating “the road and street information has been a miracle.” An unexpected benefit of this project resulted in Mason County discovering almost 600 miles of roads that were not currently being included in their revenue collections.

Professional Guidance
Under the guidance of professional OCE staff, inmates are held to the same exacting standards as those experienced in the private sector. Inmates are held accountable for the work they produce and for professionalism in the workplace, and in turn they gain the skills necessary to obtain placement in the digital GIS data industry upon their release.
Mill Creek Manufacturing

Building For Oregon
There is nothing quite like spending a few days in one of Oregon’s beautiful parks. No Tent? No RV? No problem. OCE’s Mill Creek Manufacturing program partners with the Oregon Parks & Recreation Department to provide campers with rustic cabins that include kitchen facilities, bathrooms, showers and more! Roughing it has never been so smooth.

Visit Stub Stewart State Park, Oregon’s newest state park, to see the quality of our inmate produced cabins, gates and kiosks...

For use on Oregon’s lakes and waterways, the OCE Mill Creek Manufacturing program makes boat docks that are attractive, safe, and highly durable. By working closely with our customers we are able to develop your project exactly the way you envision it.

Inmates Gaining Skills
Minimum custody inmates working in OCE’s Mill Creek Manufacturing program gain hands-on work experience in trades such as welding, carpentry, mechanics, warehousing, construction, blueprint reading, and assembly work. Inmates work with a variety of materials to produce the cabins and boat docks mentioned earlier, as well as picnic shelters, trail lights, kiosks, and fabricated metal products that are enjoyed by Oregon citizens in their state parks.

In the coming year, we will implement certification programs to further enhance the knowledge and skills of inmates working in the manufacturing program. With the new certification program and support of a GED program, we hope to provide program participants with the skills and tools necessary to be successful upon release.

Giving Back to the Community
This year, the Mill Creek group is proud to have been able to give back to the citizens of Oregon by donating inmate labor to the Santiam Water Control District to work on the maintenance of their water control system. OCE also donated firewood and firewood-production equipment to the Marion County Juvenile Alternative Program.
Contact Centers

What We Do
Success requires a partner who can cost-effectively deliver results. Providing businesses and government agencies with professional contact center services is something we excel at. OCE contact centers offer a low-cost, high-quality resource for all your customer service, market research, help desk and telemarketing needs.

Predictive dialing, automatic call distribution, digital recording, and remote call monitoring equipment allows us to handle your calls in the most secure and efficient manner possible. Background investigations are conducted on all inmate applicants and both incoming and outgoing calls are recorded and closely monitored live by staff. Recordings are stored on DVD for further reference. Inmate telephone agents are assigned special screens to complete their work and their access to personal information is curtailed. When inmate operators are on the computers, staff can view the screens they are on and the entries they have made.

How We Do It
ONTARIO—During the past year the contact center program at Snake River Correctional Institution expanded to 138 workstations offering training in vital business communication skills to inmate telephone agents. This program serves the needs of several private sector companies and handles both inbound and outbound calls including: Information Retrieval and Referral Services, Customer Care, and Business-to-Business (B2B) Market Research Services.

SALEM—More than 30 inmates work in the Salem program at Oregon State Correctional Institution, where they handle thousands of calls to help state agencies meet the needs of the public they serve. Inmate telephone agents answer general information calls from citizens about state services and various licensing and application requirements from where to find the nearest clean air testing station to how to start a new business in Oregon.

WILSONVILLE—Located inside Coffee Creek Correctional Facility in Wilsonville, OCE has partnered with Driver and Motor Vehicles Department (DMV) field offices around the state for the past 20 years to answer incoming public inquiries about driver and vehicle regulations.

Ongoing Training
The ongoing training of our inmate telephone agents makes them some of the best in the industry. The OCE contact center programs provide inmates hands-on training and teaches pro-social values including work ethics, responsibility, and a sense of self-worth. Inmate work assignments emulate real-life job issues to the greatest extent possible in areas such as:

- Lead Generation and Appointment Setting
Inmates learn to provide a complete customer contact service to assist customers in generating new business sales.

- Business-to-Business Telemarketing
Our inmate agents develop into experienced professionals who work with our clients every step of the way to make sure our services live up to their expectations. The inmate agents become seasoned teams who know how to identify customer needs through effective listening and inquiry.
Media Design

Creativity and Expertise
The impression you create with your logo, catalogs, web presence, and promotional materials is vital to your business image. Our Media Design program has years of experience in developing successful digital and print communications products for government, non-profit, and private business – and doing it in very cost effective ways.

Because our Media Design program works hand-in-hand with our Print Services program, you get designers who understand the printing process and can create workable layouts that run smoothly through the production workflow. This full color annual report is an example of our designers' work. As your combined graphic design and commercial printing service, OCE can ensure a consistent style in all the important ways you communicate.

OCE also offers multimedia design services that can enhance your website. Our designers can develop interactive Flash presentations, create realistic 3D renderings and combine audio and video footage to create an engaging browsing experience. Whether you want a simple “home page,” or a fully dynamic, content-rich site, OCE can develop an online presence that works for you.

This past year, our Media Design program has been very active designing for non-profit organizations. One such organization is Children’s Justice Alliance, which is devoted to developing resources and programs to help the children of incarcerated parents. The Alliance has worked with our designers to create logos for two new parenting skills programs to be taught in prisons and community centers across the United States. In the coming months, OCE will also develop informational websites for the Alliance that will make their teaching materials available online.

Building Virtual Environments
The Media Design team has been developing a virtual park showroom for OCE’s web site that will allow web site visitors to view OCE’s various parks-related products in their natural setting. Visitors will be able to tour the park, moving between locations to view the interiors and exteriors of cabins, rest areas, campsites, and recreational spots. Visitors will also be able to click on individual products to view product descriptions. The collage at the top of this page illustrates the development process.

First, a concept designer creates digital paintings of key scenes within the virtual park and delivers the files to a 3D artist who begins modeling the park. Once proper materials and colors are selected and applied to the 3D models, the park scenes are output as photorealistic scenes, as shown in the background of the illustration at the top of this page.

Skills for Today’s World
Media design requires the use of a broad spectrum of skills ranging from programming and 3D modeling to image development and video editing, providing our inmate designers with the opportunity to learn valuable and marketable skills that are in high demand in today’s media savvy environment. Participants in this program use the same professional-level tools and technologies employed by major design firms throughout the country to produce compelling and effective business images for our customers.
Laundry

Decades of Experience
OCE understands the importance of providing our customers with linens that are sparkling clean and we take pride in not only meeting our customers’ needs, but in exceeding them. Each of our four laundry centers process thousands of pounds of laundry every day, going not only to Oregon’s correctional facilities, but also to universities, hotels, and hospitals around the state. Through decades of experience, OCE laundries have perfected their linen processing services. Each and every laundry meets or exceeds industry standards for commercial and/or health care laundry service. Wash formulas are computer controlled, with most laundry/linen being processed at temperatures of 160°. Each customer’s linens are processed as a separate unit with surgical and special attention items processed in smaller washer/extractors when needed.

Details Make the Difference
For OCE laundry programs, details make the difference to a satisfied customer. We take special pride in folding and packaging our customers’ clean linens to meet their individual needs. We take special care of our hospital customers by specially packaging surgery, bed, and bath packs. Standard issue garments such as pajamas, gowns, and robes are sorted and packaged according to size. When our major customers have linen management problems, we strive to share our expertise and assist them in finding innovative solutions to meet their goals. In some cases, OCE employees are working members of the hospital facility’s Linen Management Committee.

Training & Certifications
OCE provides daily hands-on work training for approximately 500 inmates in the laundry industry. Each of the OCE laundry programs maintain a professional work environment in which inmates learn to be productive members of working teams who take personal pride in the quality of their product. Coordination between the teams in the washer, dryer, sorting, folding, delivery and maintenance areas is a daily necessity in these large modern facilities. Working in business-like settings where quality, value and productivity are key to success teaches inmates the skills and attitudes they’ll need when they return to society and become productive employees.

Management, staff and inmates participate in customer quality meetings and in-house training to provide additional work skills and ensure customer satisfaction. Inmates in the laundry programs are given the opportunity to enroll in our Certification Program to earn Industrial Linen Management certifications, which coupled with actual work experience, can greatly increase their employment opportunities when they reenter the workforce.
Sign Shop

History
OCE's Signage program has been training inmates in the art of sign-making since 1997. Located in Ontario, the program provides signage for a wide variety of customers including Oregon State Parks and Recreation, the Oregon Marine Board, Oregon Department of Transportation and various cities, counties and private businesses throughout Oregon.

Quality Products
You’ll see our signs almost everywhere around Oregon, and for good reason. We manufacture our signs and decals from only the best materials, including specially treated aluminum and high performance reflective sheeting. In addition to standard traffic signs, we can also produce custom signs with your design and message. Not sure how you want your sign to look? OCE offers computerized design work—just provide us with a sketch or layout of your sign ideas, and we’ll do the rest.

Skills and Experience
The 11 inmates currently assigned to this program acquire training and practical experience in Auto CAD-Sign Design, sign prep, and lay-up of HDO and aluminum substrate signs. In addition, some inmates will learn to operate CNC router and rotary engraving equipment.

Individuals receiving on-the-job training in this program also gain knowledge of sign design standards such as MUTCD, ODOT, and ADA. An abundance of custom design work provides program participants the opportunity to demonstrate imagination and creativity while gaining valuable design experience producing signage, banners and plaques.

Of equal value is the self esteem, confidence, and pride in their work the program participants learn on an everyday basis. All of these skills and values will benefit and help these individuals’ re-entry into society. Because of their efforts, OCE is able to offer our customers excellent products, customer service, and very competitive prices.
OCE is committed to providing inmates with the experience and tools needed to help ease their transition to our communities. These may some day be people you drive next to in rush hour traffic or stand next to at the grocery store. They may be living their lives in perfectly normal neighborhoods like yours. Their successful adjustment and reintegration into society upon release may be the program’s greatest value to all Oregonians.

“Time and money spent in helping people to do more for themselves is far better than mere giving.”

~ Henry Ford
In challenging economic times, finding employment is becoming more competitive, and even more so for those with a conviction record. As outlined earlier in this report, a part of the OCE program is to provide inmates with work skills training and certifications to assist them in finding employment when they are released. But our program does not stop there—we feel it is equally important to provide them with information on how to apply these newfound skills in today’s employment market. It is essential that employment readiness transcends into the real world of employment. OCE meets this need by addressing the strong need for preparing inmates to be competitive in the workforce upon their release from the institution.

Our Workplace Essential Skills course is designed to provide the thinking strategies necessary to secure a job and a career path. This course includes creating and writing a functional résumé, cover letter and a list of references. Inmate participants learn the essentials of how to complete application forms, how to prepare and what to wear for an interview, and techniques to successfully interview for a job. The main objective of this course is to assist inmates in gaining meaningful employment and to help them stay positive during the work search process.

Other areas being addressed by our programs to enhance inmate employment readiness include:

- Providing information about job certification and work experience to institution counselors and parole and probation officers
- Working with institution counselors and community corrections staff when a waiver for county of residence may be needed for employment opportunities for the inmate being released.
- Acting as liaison between institution staff, the inmate being released, and community partners (i.e. employers, other governmental agencies, and community corrections staff) to ensure their successful transition into society.

Forming partnerships with businesses in the community is also extremely important to the success of these individuals. OCE works with the printing industry to provide information to these employers about the training and experience received by inmates in the OCE printing programs. Information is also provided about the various incentive programs available for those employers considering employing ex-offenders. Providing these potential employers with information has proven beneficial for several inmates recently released in being considered for employment in the printing profession. Listed on the following page are those programs OCE has identified as incentives for employers considering hiring ex-offenders:
Federal Bonding Program
Ex-felons are classified as “at-risk” job applicants. As such, they qualify for the federal bonding program available to applicants so categorized. To qualify, individuals must:
• Meet the state’s legal working age
• The job being offered is at least thirty (30) work hours per week
• Workers must be paid wages and have federal taxes automatically deducted from those wages
• Self-employed persons are not eligible
The bond is issued for six months to the employer at no cost. After six months the bond may be maintained, but there would be a cost for the continued coverage. The normal amount of coverage is $5,000 with no deductible amount of liability for the employer. Larger bond amounts may be issued if the certified agency issuing the bonds has acquired a special bond package and has determined that larger bond amounts are appropriate.

Work Opportunity Tax Credit (WOTC)
The WOTC provides tax credit of up to $2,400 for each certified employee, (40% of first year wages, up to $6,000) for employers who hire individuals for at least 400 hours and up to $1,500 for each certified employee (25% of first year wages, total $1,500) for individuals hired for less than 400 hours, but at least 120 hours. Individuals must belong to one or more of the nine target groups specified in the law. Ex-felons are one of the nine categories. To qualify, the inmate applicant must:
• Have been convicted of a felony under any statute of the United States or any State
• Have a hire date which is not more than one year after being convicted or released from prison
• Be a member of an economically disadvantaged family whose income during the six months prior to the hire date does not exceed the federal Lower Living Standard Income level.

JOBS Plus Program
Provides participants the opportunity to:
• Increase their competitiveness within the labor market and workforce as a whole
• Open doors to businesses that were not previously available to the participant
• Market individual knowledge, skills and abilities
• Upgrade current and/or learn new job skills
• Receive wages while being trained
• After nine weeks, receive up to five hours of paid work search per week
• Build an Individual Education Account that can be accessed up to five years after completing the JOBS Plus experience

Employers have the opportunity to:
• Observe a participant before hiring them into permanent employment
• Train the participant to the company’s business practices
• Receive wage reimbursement of $5.00 an hour
• Apply for federal tax credit that may be available if the participant qualifies

Eligibility criteria:
• Participants must be receiving, or are eligible to receive, unemployment benefits

Additional Programs
A review of the individual inmate’s specific circumstances may qualify them for other assistance programs such as Vocational Rehabilitation or Veteran’s assistance.
OCE Program Locations
1. Oregon State Penitentiary, Salem
2. Oregon State Correctional Institution, Salem
3. Mill Creek Correctional Facility, Salem
4. Coffee Creek Correctional Facility, Wilsonville
5. Two Rivers Correctional Institution, Umatilla
6. Eastern Oregon Correctional Institution, Pendleton
7. Snake River Correctional Institution, Ontario
8. Deer Ridge Correctional Institution, Madras
Success in any organization basically comes down to its PEOPLE. It is OCE’s people who help make a difference in the lives of our workforce and who provide a solid foundation of caring and commitment to effect changes in the lives of the people we serve. If there is a way we can make your experience with Oregon Corrections Enterprises better, we want to know about it. We encourage you to call us if you have questions or concerns.
Coffee Creek Correctional Facility
Wilsonville, Oregon

24499 SW Grahams Ferry Road
Wilsonville, OR 97070

Contact Center
Custom Sewing
Printing

Rhonda Hoffman and Ron West
Eastern Oregon Correctional Institution
Pendleton, Oregon

2500 Westgate
Pendleton, OR 97801-9699

Laundry
Garment Factory
Embroidery

(from left to right): Ken West, Scott Bartholomew, Denny Henshaw, Sally Thompson Robert Inscore, Rick Austin
Mill Creek Correctional Facility
Salem, Oregon
5465 Turner Road
Salem, OR 97301-9699

Manufacturing Group
(Park Equipment, Boat Docks, Cabins)
(from left to right, first row): Wayne Coffman, Virgil Peterson, Frank Golden, Barb Cannard, Eric Zehner
(second row): Ron Seed, Kevin Thomson, Mike Kezeor, Randy Addington, Dwayne Fox, Richard Wright
Not Pictured: Ben Nold, Gloria Banta
Snake River Correctional Institution
Ontario, Oregon

777 Stanton Boulevard
Ontario, OR 97914-0595

Contact Center
Laundry
Sign Shop

(from left to right, front row): Tina Benson, Traci Sweet, Maria Torres, Tammy Chamberlain, Sara Serrano
(back row): Ramona Erickson, Patsy Wilson, Cliff Walters, Megan Wilson, Chuck Foland, Roger Young
Two Rivers Correctional Institution
Umatilla, Oregon

82911 Beach Access Road
Umatilla, OR 97882

Laundry
Custom Sewing

(from left to right): L. Steinman, P. Ray, B. Brewer, J. Thompson, L. Hensel, L. Hall
Not Pictured: M. Sager, D. Sidebottom, R. Moore, M. Llona
OCE Drivers and Warehouse
Inmate printers at OCE produced this report in a training exercise to perfect their skill in the 4-color printing process. Because we produced this report in-house, the printing costs were significantly less than commercial printing.