Strategic Assessment of OCE/DOC Work and Related Programs

Phase I Assessment Report: Organizing for the Study, Exploring OCE's Current Operating Model and Providing the Work Plans for Phase II

Co-produced with OCE and DOC by the
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Introduction

The Oregon Corrections Enterprises (OCE), a self-supporting and semi-independent agency of the State of Oregon reporting to the Director of the Department of Corrections (DOC), signed an agreement with the Center of Public Service (CPS) at Portland State University (PSU) to conduct a strategic assessment in early 2012. The goal of this strategic assessment is to co-produce a long term (3 year) mission-related strategy for the OCE that identifies: what services will be offered and by whom; who they will be provided to, how they will be financed, and what internal and external improvements will be needed to implement the strategy.

The CPS assessment team, in collaboration with an OCE/DOC Steering Committee, is carrying out this strategic assessment in three phases over an estimated eight-month time period. The phases include: I. Organizing and Planning for the Study; II. Assessing the OCE/DOC Work and Related Programs; and III. Co-producing Strategy Recommendations.

This Phase I report represents the CPS team's first deliverable. The report's content is based on the Scope of Work (SOW) agreed to by OCE/DOC and CPS as revised and approved at the first Steering Committee Meeting held on April 5, 2012. Specifically, the Phase I report provides a summary overview of the workforce program setting in OCE and DOC, describes the CPS Scope of Work and assessment project phasing, overviews Phase I accomplishments, presents an initial assessment of OCE's current operating model, and proposes the CPS Plan of Work for Phase II. The primary intent of the report is to provide the OCE/DOC Steering Committee with the essential information to determine whether the strategic assessment is on the right track and to encourage revisions and improvements in dialogue with the CPS team.

Background

The Oregon Constitution requires inmates to do productive work rather than indulge in idleness. Work (and related education programs) represents one of six key components of the Oregon Accountability Model, an initiative of the Oregon Department of Corrections. Work and education help the DOC and OCE hold inmates accountable for their actions and provide a foundation for them to lead successful lives upon release. Inmate work provides Oregonians both economic and rehabilitative advantages. This background section provides an overview of the major organizational entities involved in the strategic assessment.

OREGON CORRECTIONS ENTERPRISES OVERVIEW

OCE is a semi-independent state agency charged with operating the Department of Corrections industries programs and private partnerships with private sector businesses to employ inmate labor and develop industries, both inside and outside of correctional institutions. The mission of OCE is to promote public safety by providing inmates with meaningful work experience in a self-sustaining organization. Specifically, §ORS 421.354(4) states that OCE should act in a manner that "…best promotes the public welfare of the people of the State of Oregon." Similarly, core values that OCE strives to uphold are respect for the individual, accountability, commitment to excellence, innovation, and integrity. Mr. Rob Killgore is the current Administrator.

OCE is a self-supporting organization operating at no cost to tax payers. OCE's revenue, which is generated through the sale of inmate-produced goods and services, pays its full operational costs. The OCE provides work and training programs to Oregon's inmates with the goal to prepare, train, and assist them in the development of the skill sets necessary for successful reentry into the community. The products and services provided by inmates include furniture, fabricated metal products, signage, garments and embroidery, laundry, customer service centers, printing, and mail fulfillment. OCE has had opportunities to partner with private sector businesses, but has turned down many of these prospects due to the possibility these ventures would compete with private sector businesses or displace private workers. OCE will continue to seek collaborative partnerships while taking measures to avoid competition with the private sector.

Approximately 1,200 incarcerated inmates work in OCE work programs in eight Oregon correctional institutions: Coffee Creek Correctional Facility, Eastern Oregon Correctional Institution, Mill Creek Correctional Facility, Oregon State Correctional Institution, Oregon State Penitentiary, Snake River Correctional Institution, Two Rivers Correctional Institution, and Warner Creek Correctional Facility. The programs offered at each site vary depending on the facility's resources and capacity and market demand. Over 95 percent of the inmates involved in OCE programs will eventually be released. Vocational and work programs may facilitate inmates' reintegration into the community following their release, providing important skills and work experience. Recent cost-benefits studies indicate that work and vocational training are among the most cost-effective strategies for reducing reoffending among adult inmates. In addition, work assignments help inmates begin to pay their societal debts by reducing the costs of government and paying restitution to victims of crime.

DEPARTMENT OF CORRECTIONS OVERVIEW

The Oregon Department of Corrections manages 14 state prisons. As of March 2012, the prison population totaled 14,026, though the population is expected to top 15,000 inmates by the end of 2012. DOC is responsible for the management and administration of all adult correctional institutions and other functions related to state programs for adult corrections. DOC has seven major divisions and oversight of Oregon Corrections Enterprises. In February 2012, Governor Kitzhaber appointed Ms. Colette Peters, former Director of the Oregon Youth Authority (OYA) to lead the DOC. The Deputy Director of the DOC is Mr. Mitch Morrow. In addition to having custody of offenders sentenced to prison for more than 12 months, the agency provides program evaluation, oversight and funding for the community corrections activities of county govern-ments. The department is also responsible for interstate compact administration, jail inspections, and central information and data services regarding felons throughout the state.

To further focus on safe communities, safe prisons, and a safe workplace, the department created the Oregon Accountabil-ity Model. This purposeful plan is designed to change offenders' criminal behavior - during incarceration and post-prison supervision - using evaluation, education, treatment and work. It begins at the assessment phase during intake and affects offenders throughout incarceration, reintegration, and during community supervision. The Accountability Model is greatly influenced by the overall mission of the Oregon Department of Corrections, which is to promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior. The model ties together many concurrent and interrelated efforts of the department and its partners into a cohesive strategy to reduce recidivism and influence inmates to become productive citizens

DOC provides work and education programs through Work Force Development (WFD) programs including vocational training performed under contract by DOC with local community colleges and various Institution-Based Apprenticeship Training programs formalized in partnership with the Oregon Bureau of Labor and Industry (BOLI). DOC also offers educa-tional programs (e.g., English as a Second Language, Adult Basic Education, and General Education Diploma), drug treatment, mental health services, and religious services.

There are 14 DOC facilities throughout the state: Coffee Creek Correctional Facility, Columbia River Correctional Institution, Deer Ridge Correctional Institution, Eastern Oregon Correctional Institution, Mill Creek Correctional Facility, Oregon State Correctional Institution, Oregon State Penitentiary, Powder River Correctional Facility, Santiam Correctional Institution, Shutter Creek Correctional Institution, South Fork Forest Camp, Snake River Correctional Institution, Two Rivers Correctional Institution, and Warner Creek Correctional Facility.

CENTER FOR PUBLIC SERVICE AND PORTLAND STATE UNIVERSITY OVERVIEW

The Center for Public Service draws on the extensive faculty and research capabilities of the Public Administration, Political Science, and Criminology and Criminal Justice divisions of Portland State University's Mark O. Hatfield School of Government. The Center's broad mandate is to connect PSU's expertise and public service mission with real-world challenges in the public and nonprofit sectors, while forging productive and sustainable relationships with leaders at the local, state, federal, and international levels.

As members of an academic institution, the Center for Public Service faculty conduct research, in order to form and test hypotheses, and to facilitate a "teaching laboratory"-approach to real-world challenges faced by the public sector.

CPS has gathered a research team for the assessment project. The CPS Director is Mr. Phil Keisling.

Dr. Marcus Ingle is the Project Director for the OCE engagement. Shannon Grzybowski is the Project Manager with previous experience in auditing, policy analysis and research. Sara Saltzberg is the Assistant Director for CPS and will manage and monitor the contract. Dr. Jody Sundt is an Associate Professor at PSU with expertise in the effectiveness of correctional policy and issues in recidivism. Dr. Matthew Jones and Dr. Masami Nishishiba are faculty at PSU who will support the team with their academic expertise. Three Graduate Research Assistants will conduct research and analysis. Additional members may be added to the CPS team during Phase II to deal with special assessment requirements.

Scope of Work and Project Phasing

(As revised in the Steering Committee Meeting on April 5, 2012)

As stated in the Introduction, the goal of this strategic assessment is to co-produce a long-term (3 year) mission-related strategy for the OCE that identifies: what services will be offered and by whom; who they will be provided to, how they will be financed, and what internal and external improvements will be needed to implement the strategy.

 More specifically, the revised scope of work as agreed upon in the 4/5/12 steering committee meeting includes three elements:
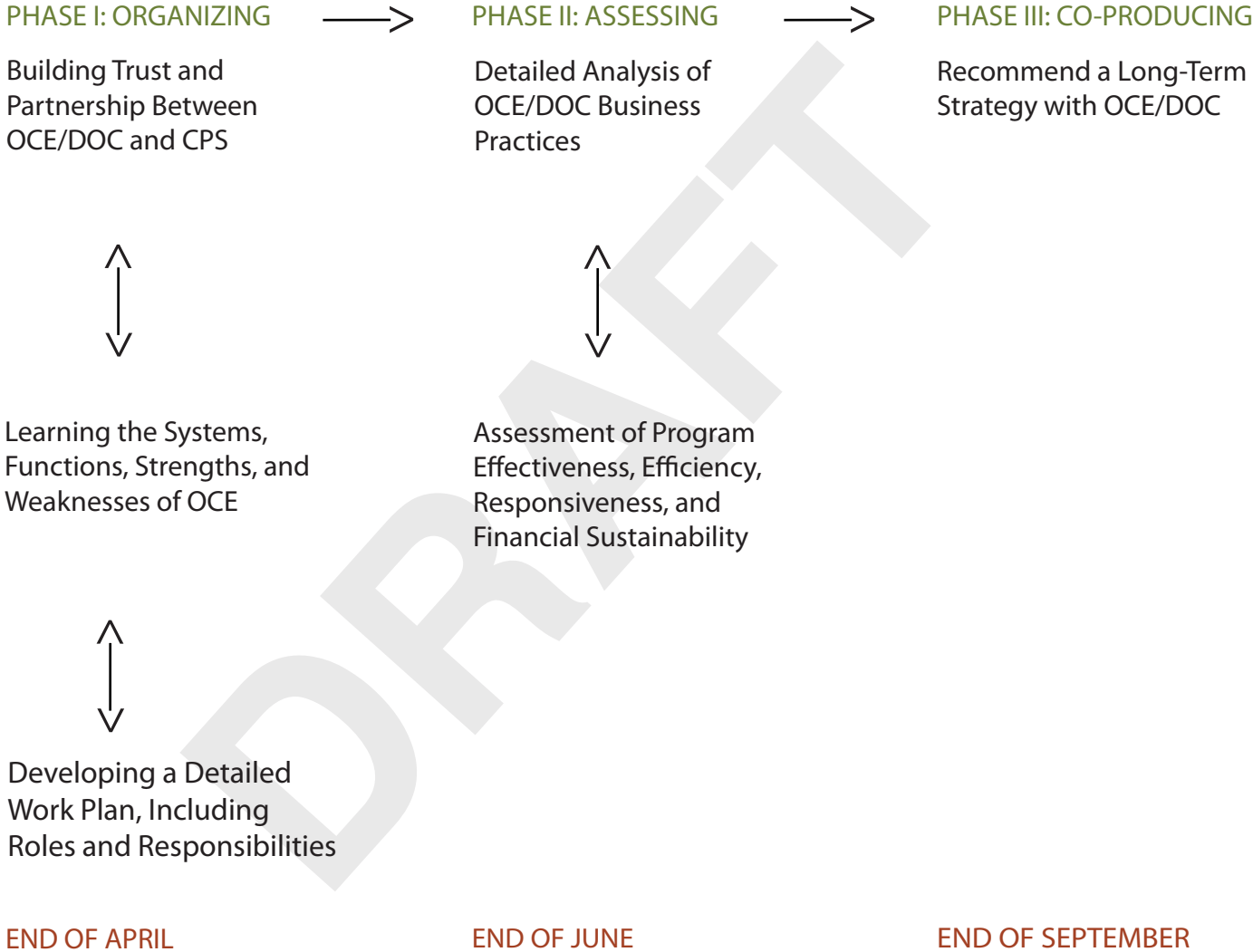
1. PSU faculty and staff will review the current OCE model to identify its strengths and weaknesses. This would include an analysis of the appropriate bridging of business and governmental practices.

2. PSU faculty and staff will review overall policy, statutory and constitutional mandates to include modification recommendations with an analysis of advantages and disadvantages of recommended changes.

3. PSU faculty and staff will assess the potential for expanding the OCE mission by offering additional services to DOC, but also services, which could be offered to other agencies.

This OCE/DOC strategic assessment presents a unique opportunity for CPS to use the public administration, political science, and criminology & criminal justice experience and expertise of the faculty, students and fellows in the Hatfield School of Government. With the help of CPS, OCE/DOC aims to grow its business model and structure and identify work and education areas for potential improvement and expansion.

The work will be conducted in three phases (Described below and portrayed in Figure 1: Assessment Phases Flow Chart):

• Phase 1: Organizing—The work will commence with the formation of the CPS and OCE/DOC teams. Focus will be on building trust and partnership between and among the teams and surveying the organizations to learn their systems, functions, strengths and weaknesses. This phase addresses scope item 1.

• Phase 2: Assessing— The work will continue with a more detailed analysis of OCE/DOC business practices and research into best practices. This phase addresses scope items 1, 2 and 3.

• Phase 3: Co-Producing— Finally, the team will review potential policy and statutory changes and provide analysis of the advantages and disadvantages of potential options for OCE/DOC to expand or change the services it provides to the State of Oregon. This phase addresses scope items 2 and 3.

Figure 1: Phase Timeline Flow Chart

PHASE I: ORGANIZING $\longrightarrow$ **PHASE II: ASSESSING** $\longrightarrow$ **PHASE III: CO-PRODUCING**

Building Trust and
Partnership Between
OCE/DOC and CPS

Detailed Analysis of
OCE/DOC Business
Practices

Recommend a Long-Term
Strategy with OCE/DOC

Learning the Systems,
Functions, Strengths, and
Weaknesses of OCE

Assessment of Program
Effectiveness, Efficiency,
Responsiveness, and
Financial Sustainability

Developing a Detailed
Work Plan, Including
Roles and Responsibilities

END OF APRIL   **END OF JUNE**   **END OF SEPTEMBER**

Overview of Phase 1 Accomplishments

During Phase I, we worked collaboratively to organize the assessment team, gather information about OCE/DOC, and develop a detailed work plan. The Phase I accomplishments—and the activities that facilitated these outcomes—are summarized below.

BUILT A COLLABORATIVE PARTNERSHIP BETWEEN OCE/DOC and CPS
Activities
• Formed CPS assessment team consisting of experts in public administration, organizational development, criminal justice, government performance auditing, systems design, and finance
• Formed DOC Steering Committee consisting of representatives from the DOC central administration
• Convened meeting of executive leaders from DOC and CPS to establish professional relationships, clarify the intended scope of the project, and identify assessment goals; 3/05/12
• Launched project and established collaborative norms during Steering Committee meeting, Portland State University; 4/05/12
• Established contact list and standing meeting times to facilitate effective and regular communication among assessment team members

LEARNED ABOUT THE SYSTEMS, FUNCTIONS, STRENGTHS, AND WEAKNESSES OF OCE
Activities
• Created intranet website to coordinate CPS communication and document sharing
• Reviewed the scientific research on correctional industries, vocational training, transitional employment services for former inmates, and prison-based education programs (see Appendix A: Working Bibliography)
• Reviewed OCE and DOC reports and internal documents
• Delivered presentation to CPS team members about the Principles of Effective Correctional Interventions; 4/03/12
• Participated in site visits to OCE operations at Oregon State Penitentiary and Oregon State Correctional Institution; toured OCE headquarters; 4/19/12
• Analyzed financial documents with OCE Fiscal Manger; 4/25/12
• Assessed the strengths, weaknesses, opportunities, and threats (SWOT) specific to six dimensions: the business climate, the external political climate, existing work and education programs, OCE structure and infrastructure, finances, and OCE/DOC overall; 4/27/12
• Synthesized results of SWOT analysis and organized observations around OCE mission; 4/28/12

DEVELOPED A DETAILED WORK-PLAN AND IDENTIFIED ROLES AND RESPONSIBILITIES
Activities
• Identified small working groups to address various assessment priorities; OCE headquarters working lunch, 4/19/12
• Created detailed draft of work-plan for Phase II; 4/24/12
• Clarified roles and responsibilities informed by the results of the initial assessment of the OCE operating model; 4/30/12

Initial Assessment of OCE's Current Operation Model

During the Phase I start-up process, the CPS team conducted an initial Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of OCE's current operations, in direct response to Task 1 in the Scope of Work. We did the SWOT from the perspective of the current statutory mission of OCE, which reads, "The Mission of OCE is to promote public safety by providing inmates in the adult corrections system with meaningful work experiences or on-the-job training in a self-sustaining organization." In doing the SWOT, we looked specifically at the three distinct dimensions of the OCE Mission -- public safety, inmate work programs, and OCE's self-sufficiency. From this analysis we are able to offer some initial findings about OCE's current operating model along each of these three dimensions, as seen in Table 1 below.

TABLE 1: PUBLIC SAFETY STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

PUBLIC SAFETY

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
• OCE jobs keep inmates occupied, which promotes good behavior and keeps prisons safer. • PSU's team observed and noted that the prisons and the OCE work facilities appeared stable and secure, as compared to more hostile, violent, or dangerous prisons. This stability and security is essential for OCE's operation and potential expansion.	• Although the relationship between unemployment and crime is well established, the experimental research on the effectiveness of work-related interventions, including vocational training and work programs is mixed. The effect of work training and participation is attitudes and economic conditions in society.	• Non-monetary currencies motivate inmates. • OCE has the ability to reward and promote good behavior with non-monetary incentives. Integrate Risk-Need-Responsivity into programs.	• Politically vulnerable to "one bad apple" or one thing going wrong. • Various obstacles exist for ex-convicts reentering into community (stigma, legal barriers to working in certain occupations and professional licenses, and widespread use of background checks during the hiring process); "principle of least eligibility."

INMATE WORK PROGRAMS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
• OCE jobs develop job skills, work ethic, and accountability, which are important and transferable skills upon release. • Inmates are interested and want to participate in OCE jobs.	• OCE has limited inmate workforce pool with constrained skills. Low education level and lack of experience may limit efficiency. • Eliminating metal and wood shops would reduce blue-collar prison jobs and limit applicant pool for future expansion.	• Opportunities exist to develop community partnerships where the prison facilities are located - with county governments, local businesses, and community corrections. • Shift jobs to "development" or "leadership" programs to grow capacity and opportunities for participants. • New and emerging markets like canteen and distribution services. • OCE employs approximately 10% of inmate population. If OCE is able to leverage new self-sustaining businesses it would employ more.	• Potential for individual or workplace displacement.

SELF-SUSTAINING ORGANIZATION

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
• OCE is one of the few self-sustaining correctional industry operations in the country and it maintains a diverse portfolio of industries and services. • OCE has strong leadership who are innovative and are eager to develop new services, industries, and programs. They are committed to change, as demonstrated by their outreach to PSU to help them think creatively and innovatively about strategies for the future. Its extensive institutional memory recognizes which industries work an don't work. • DOC and OCE have professional staff supportive of evidence-based practices and inmate change. • DOC and OCE have detailed written procedures for many internal business processess. • OCE has current financial data, validated by annual audits, which provide detailed breakdowns of revenues and costs along a variety of important dimensions. • The woodshop provides goods to state institutions and is the only hand-made furniture shop in the state; it does not have direct external competition or displacement factors. • Regional economic incentives and OCE's self-sustaining model build political capital.	• OCE faces the complexity of multiple institutions, work programs, and organizational cultures. • Several work programs are not financially viable. • Rising OCE cost structure–salaries (aging staff) and materials diminish profits. • Popular programs are the least profitable. • Approximately 50% of OCE work programs are financially unstable with annual revenue fluctuations up to 75%. • OCE staffs for highest production levels and does not do layoffs. • OCE chose not to compete, in most instances, to mitigate potential political backlash surrounding displacement issues.	• Political climate is ripe for change; DOC needs to reduce its costs, OCE strategies and growth can assist. • Untapped government markets in Oregon counties, cities, and state agencies could all be using OCE services. Existing services are in demand that have not met market saturation. • Develop symbolic value/marketing program to highlight OCE's profitable industries in order to garner the political suppor tthe wood and metal shops enjoy. • Social and political trends favor regional economy. • Further strenghten the statutory and legal framework under which OCE operates to prevent abuse of financial autonomy and to increase transparency in order to build long term resilience for self-sufficient operations. • Opportunities exist to leverage more OCE services by expanding its business relationship with DOC.	• A volatile and depressed economy with high unemployment may increase public resistance to OCE's mission. • Increased success and visibility of industries may mean increased competition and political maneuvering from the private sector. • Government agencies are relying on web-based services, which has reduced demand for contact center positions. • Private businesses that provide the same or similar products and services threaten OCE's ability to grow.

PRELIMINARY CONCLUSIONS ON OCE'S CURRENT OPERATING MODEL WITH REGARD TO ITS MISSION

Based on our team's SWOT analysis, we can draw several preliminary conclusions about the overall robustness of OCE's current operating model related to the OCE Mission, specifically in terms of public safety, inmate work programs and OCE's self-sufficiency. These conclusions will be further examined -- and either validated or revised -- during our Phase II assessment.

Public Safety
• OCE workforce programs help maintain order and stability inside the DOC prisons and provide important life skills to inmates for reintegrating with society upon release
• The public safety outcomes of OCE's workforce programs could be strengthened by integrating additional evidence-based practices

Inmate Work Programs
• OCE, through it is close working relationships with DOC in the prisons, has potential access to many additional inmates who are willing and interested in having rewarding work opportunities while deepening their job and related skills
• Cultivating new and expanded relationships with Oregon public and private sector would help OCE to expand the range of job opportunities available to qualified inmates

OCE Self-Sufficiency
• OCE's special statutory authorities and strong leadership (in both OCE and DOC) provide OCE with a strong organizational foundation for achieving its Mission in the short term and adapting to changing economic and political conditions over time
• Oregon's depressed economy and OCE's political vulnerabilities vis-à-vis its external stakeholders (especially in the business sector) represent the greatest long term threats

Proposed Plan of Work for Phase II

While our team worked on the initial analysis of OCE's current operating model (as summarized in Section V above), we also developed a plan of work for our Phase II evidence-based assessment. This section of the report presents the Phase II plan of work. Before presenting the Phase II plan of work, we also include a brief evaluation of the OCE/DOC's "readiness for change" related to their workforce and related programs.

EVALUATION OF OCE/DOC's "READINESS TO CHANGE"

The management literature on public sector organizations identifies five key "readiness to change" conditions that facilitate success in strategic change efforts. (see Brinkerhoff, 1991 and Fernandez and Rainey, 2006 in Appendix A). These five facilitative conditions include: (1) A felt need for change in the sponsoring organization(s); (2) A commitment to change by executives in the sponsoring organizations(s); (3) Multilevel involvement within and between the sponsoring organizations and key stakeholders/beneficiaries; (4) Openness to risk taking, innovation and recursive learning; and (5) Stability and continuity of effort.

When initiating a public sector organizational change process, like the OCE/DOC are now doing with this Strategic Assessment of Workforce and Related Programs, good practice suggests that the entities sponsoring the change effort should evaluate these conditions to see whether the context is minimally supportive of the change process. This task consists of a form of threshold analysis. If these conditions are fully in evidence at the outset of the change effort, then the sponsors can proceed with confidence that the change has the "necessary but not sufficient" pre-conditions in place to proceed. If one or more of these conditions is not present, then the plan of work should include tasks for creating them during the next phase of the work. As Dr. Brinkerhoff notes, "Unless they are present at program start-up, or can be created during implementation, programs will most likely fail to achieve their intended results" (Brinkerhoff, pg 36).

Our team did an evaluation of these five facilitative conditions while preparing the Phase II plan of work. Our intent was to determine whether some additional tasks – beyond those already outlined in our Scope of Work – needed to be added to the Phase II plan in order to augment the prospects for successful OCE/DOC change as a result of the strategic assessment. The summary evaluation results of the "readiness to change" conditions are presented below.

1. A felt need for change in the sponsoring organization(s)
During our several meetings with executive members of the OCE and DOC, a strong message was conveyed that there is an urgent need to improve the corrections workforce and related programs. Both organizations recognize that there is a new set of operating conditions at play in the corrections system as a result of State of Oregon budget reductions and other State administrative priorities of the Governor. Both organizations are being called upon to transform their operations by fully embracing an outcomes-based approach, and demonstrating cost-effective returns on investment for public safety in alignment with their missions. Amidst Oregon's deep economic and budget challenges, it will arguably require innovative new approaches and strong leadership for OCE and DOC officials to simultaneously expand their capabilities in employing eligible inmates, while also remaining financially self sustaining.

2. A commitment to change by executives in the sponsoring organizations(s)
The executives of both the OCE and DOC voiced a strong commitment to the agreed upon Strategic Assessment. In the CPS meeting with the new Director and continuing Deputy Director of the DOC in March 2012, all parties agreed that we should proceed with the Strategic Assessment and establish a high level executive Steering Committee from both DOC and OCE to guide the effort. OCE executives have hosted several information sharing meetings, and provided full access to staff and information resources for carrying out the organizational assessment.

3. Multilevel involvement within and between the sponsoring organizations and key stakeholders/ beneficiaries
OCE and DOC executives, along with the Steering Committee, have arranged for multiple levels of staff from within their organizations and in various stakeholder entities to be available throughout the assessment. Many of these staff are already providing information and assisting with understanding workforce and education program operations.

4. Openness to risk taking, innovation and recursive learning
In our initial Steering Committee meeting, we (DOC/OCE/CPS) agreed that organizational improvement efforts – including this Strategic Assessment of Work and Related Programs – are difficult and challenging, but possible. We agreed that we should expect variability and remain flexible through learning through a posture of candor and dialogue. CPS character-izes this as a process of "co-production".

5. Security and continuity of effort
All of the core professionals involved in this Strategic Assessment, including members of the Steering Committee from DOC and OCE and the core CPS team, are currently assigned for the duration of the effort. There appears to be sufficient stability in the staffing and assurance of OCE resources to enable follow-thru on the strategy recommendations that will be co-produced in Phase III.

Based on this evaluation of the five facilitative conditions, our team concludes that there is a high "readiness to change" in the sponsoring organizations. All of the five conditions are currently in place. The CPS team will continue to monitor these conditions during Phase II and III to ensure that they remain in place. If these conditions show signs of deteriorating, the CPS team will work with the key decision makers in OCE/DOC and stakeholder entities to actively recreate them.

While our team is optimistic about the opportunities for improvement based on this "readiness to change" evaluation, we are also realistic with respect to the challenges that OCE and DOC face in accomplishing their missions. While OCE is semi-independent and has its own statutory authorities, it is ultimately under the purview of DOC. Therefore, any improve-ments in OCE work programs need the support and approval of the DOC Director. Also, all of the OCE/DOC work and education programs have public, non-profit and private sector supporters and detractors including other governmental agencies and contracted entities. When improvements have been suggested in the past, these groups have raised their support or opposition. CPS must keep these and other challenges in mind while conducting the assessment.

PHASE II PLAN OF WORK
The CPS Phase II Plan of Work is presented in Table 2: Phase II Proposed Plan of Work. The Plan outlines our team's four major work objectives consistent with the Scope of Work along with a milestone for each objective. Each work objective is accompanied by a list of key activities, a time line, and team member responsibilities. The team will use this Plan Of Work will to monitor and report on Phase II execution status.

Table 4: Phase II: Objective 1

Phase 2 Objective 1	To develop background knowledge of OCE, its current educational and work programs, and its business practices
Milestone	1. To understand baseline data and establish background in order to produce draft report

Activities		= Planned		X = Actual			X = P & A							Lead Team Member	Status
		April					May				June				
		2	9	16	23	30	7	14	21	28	4	11	18	25		
2.1.1	Assess and produce a report on mission, goals, structural and organizational information, facility locations		X												Schlingheyde	Complete
2.1.2	Assess and produce a draft report on budgets, staffing, other background														Moore	
2.1.3	Assess and produce a draft report on work/education programs:														Moore	
	- Geographic location, physical space															
	- Profile of "typical" inmate participants															
2.1.5	Interview senior staff to discuss business operations														Team	
	- Financial				X										Ingle/Grzybowski	Complete
	- DOC Relationships														Moore	
	- Business/Government practices														TBD	
2.1.6	Research OCE stakeholders														Schlingheyde	
2.1.7	Assess and produce a draft report on other local inmate work/education programs. Look for areas to align and partner.														Schlingheyde	
2.1.8	Tour OCE facilities, programs, and sites		X												Team	
2.1.9	Conduct OCE/DOC systems analysis														Schatz	
2.1.10	Detailed exchange of views with executives and other stakeholders regarding perceived merits and deficiencies of programming/ organizational structure aligned with DOC/OCE vision and values														Steering Committee	
2.1.11	Obtain and review relevant management reports														Team	

Phase 2 Objective 2	To determine whether current programs are cost effective														
Milestones	1. To understand OCE programs' financial conditions and present the data in agreed upon report format														

Activities		= Planned		X	= Actual			**X**	= P & A					Lead Team Member	Status
		April				May				June					
	2	9	16	23	30	7	14	21	28	4	11	18	25		
2.2.1 Interview Fiscal Manager to discuss program costs, revenue, loss, historical trends, internal controls				X										Grzybowski/Ingle	Complete
2.2.2 Obtain and review relevant audits, policies, and financial documents				X	X									Team	In Progress
2.2.3 Produce report on trends, costs per inmate, gain/loss per inmate														Oregon Fellow	
2.2.4 Determine what level of revenue or loss is acceptable to OCE														Oregon Fellow	
2.2.5 Summarize and conclude on cost effectiveness of programs														Oregon Fellow	

Phase 2 Objective 3	To determine whether current programs are producing positive benefits														
Milestones	1. To understand OCE programs' outcomes and how they relate to best practices and to present the data in agreed upon report format														
Activities		= Planned				X	= Actual			**X**	= P & A			Lead Team Member	Status
		April					**May**				**June**				
		2	9	16	23	30	7	14	21	28	4	11	18	25	
2.3.1	Meet with OCE to discuss work skills: certification, programs, tracking, inmate profiles					▓	▓	▓	▓	▓	▓	▓			Sundt, Moore, Schlingheyde
2.3.2	Meet with OCE to discuss research statistics: participation, recidivism					▓	▓	▓	▓	▓	▓	▓			Sundt, Moore, Schlingheyde
2.3.3	Review and analyze data on program outcomes					▓	▓	▓	▓	▓	▓	▓			Schlingheyde/ Moore
2.3.4	Review literature to document best practices on effective correctional work programs					▓	▓	▓	▓	▓	▓	▓			Schlingheyde/ Moore
2.3.5	Assess and produce a draft report on outcomes related to work programs					▓	▓	▓	▓	▓	▓	▓			Sundt
2.3.6	Summarize and conclude on program outcomes					▓	▓	▓	▓	▓	▓	▓			Moore

Table 4: Phase II: Objective 4

Phase 2 Objective 4	To determine what kind of strategic investments OCE should consider														
Milestones	1. Produce political stakeholder map of OCE/DOC work and related programs 2. Prepare options and scenarios for discussion, analysis, and recommendations in Phase 3 3. Produce detailed work plan for Phase 3														

Activities		= Planned			X	= Actual			X	= P & A				Lead Team Member	Status
		April					May				June				
		2	9	16	23	30	7	14	21	28	4	11	18	25	
2.4.1	Assess and produce a draft report on best practices and successful cutting edge correctional work and education programs						▦	▦	▦	▦	▦	▦	▦	▦	TBD	
2.4.2	Assess and consider strategic financial investment for new or expanded work programs						▦	▦	▦	▦	▦	▦	▦	▦	TBD	
2.4.3	Research and consider strategic outcomes investments for successful work programs						▦	▦	▦	▦	▦	▦	▦	▦	TBD	
2.4.4	Research and consider strategic partnerships with community programs						▦	▦	▦	▦	▦	▦	▦	▦	TBD	
2.4.5	Assess and produce a political stakeholder map of OCE/DOC work and related programs						▦	▦	▦	▦	▦	▦	▦	▦	TBD	
2.4.6	Assess and produce a draft report on partnerships that are not working effectively						▦	▦	▦	▦	▦	▦	▦	▦	TBD	
2.4.7	Consider and report on what increasing scale and scope of programs would look						▦	▦	▦	▦	▦	▦	▦	▦	TBD	
2.4.8	Produce detailed work plan for Phase 3						▦	▦	▦	▦	▦	▦	▦	▦	Grzybowski/ Ingle	

Appendix A: Working Bibliography

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