

MAY 7, 2015

22nd Annual

Quality Oklahoma Team Day

The Quality Oklahoma initiative began in April 1992, with a cooperative partnership between a Malcolm Baldrige National Quality Award winner, the Xerox Corporation, and the state of Oklahoma. Quality Oklahoma initially focused on training state employees in Total Quality Management processes, tools, and teamwork utilizing the six-step problem solving and nine-step quality improvement process models. The initiative encompasses six components: communication, training, recognition, systems integration, measurement, and leadership.

The Quality Oklahoma vision is to instill excellence in all day-to-day state and government operations and activities. Its mission is helping state agencies serve their customers.

Each year Human Capital Management hosts Quality Oklahoma Team Day at the state capitol to recognize successful projects completed by agency work teams. These projects demonstrate employee initiative, collaboration, and accomplishment. Since the first Team Day in 1993, 915 agency work teams have exhibited projects resulting in over \$791 million in total savings to the state of Oklahoma.





Dick Conner Correctional Center

2 Dick Conner Correctional Center and Tulsa Community College

Dick Conner Correctional Center (DCCC) Education Department, through their collaborative efforts with the Tulsa Community College (TCC), is working to reduce the recidivism rate of incarcerated male offenders. As a result of the dual effort combining the DCCC GED graduates and TCC Second Chance program, we have created a pipeline through which offenders have access to higher education. Offenders are awarded achievement credits upon completion of classes in the Education Department and TCC reduces the costs to the State of Oklahoma and the Oklahoma Department of Corrections (ODOC). This partnership includes TCC, Second Chance Program, Second Chance Program Director John Kahre,

Instructor, Up With Trees and Tulsa Garden Club.

Not everything can be measured in dollars. That is especially true when you consider offenders and education.

We know that incarceration costs drop as offenders' education levels increase — most notably in the area of recidivism. We also know that, across the board (not just in corrections education), the higher a person's education, the greater their earning potential. This type of data can be found in numerous reputable studies, such as the RAND study, which shows that those who participate in GED certificate programs have a 43% lower chance of returning to prison. Why is this important? This lower rate of recidi-

vism translates into five dollars saved for every one dollar spent on correctional education. When offenders participate in postsecondary education, the recidivism rate drops to 17%. DCCC's partnership with TCC's Second Chance Program, a program of higher education funded by private donations to the TCC Foundation, allows offenders to earn college degrees while incarcerated. This program takes a bold step toward effecting positive and long-lasting change. The issue facing today's correctional educators is one that is not easily tallied in a ledger book. For example, education not only helps improve a student's quality of life by increasing his earnings, it also affects those around him—his family, friends and community—in positive ways.

While a degree certificate certainly looks nice hanging on a wall, it is the marketable skills learned while in the Second Chance Program that helps move offenders away from their previous bad habits and into productive and positive new ones. Many, if not most, of these skills are learned not from theories presented in textbooks, but from experienced professionals with credentials—earned during time spent in the industries about which they are teaching.

The benefits of this program reach far beyond the offender receiving the degree. It may even be more than keeping a graduating offender from returning to prison; it also may be a key factor in keeping his children from following in his previous errant footsteps.

Thirty male offenders graduated with degrees or certificates from the TCC Second Chance Program in the summer of 2014. It is expected that as many—or more—will graduate this summer. The influence of these graduates will spread into their communities after their release and will go far beyond what can be measured directly.

The graduation from the TCC Second Chance Program was an ending of sorts. Before many of the graduates reached this ending, many of them had experienced another ending at DCCC: they had earned their GED certificate through the facility's Education Department. With the TCC program following GED certificate attainment, a pipeline has been created that provides momentum—including a history of successes—that will carry the graduates far into their lives and back into society. Just like the old saying that it takes a village to raise a child, it also takes a community to help

educate and then reintroduce offenders into society as productive members. To that end a greenhouse and garden were constructed as part of the TCC horticulture class, which directly benefits both DCCC and the community. Flowers grown as part of the program are to be planted at various sites inside the facility and fresh vegetables will help the facility's kitchen staff provide healthy and tasty meals. Moreover, some plants and trees are donated to area groups so they can undertake their own beautification projects.

Another tangible aspect of succeeding in a program such as the Second Chance Program is the increased self-confidence and self-esteem. Having a sense of worth accrues not only from the completion of the program and receiving the degree or certificate, but also from every minute spent listening to instructors' lectures, discussing topics, exchanging ideas with fellow students and preparing written assignments. The social and business skills learned through interactions with others may ultimately prove more valuable than the paper degree because they can be applied to a myriad of situations.

Although corrections costs can be reduced through prison GED certificate classes and programs such as TCC's Second Chance Program. These programs can also change lives—and that benefits everyone.

...of the students participating in Tulsa Community College's program less than 5% have returned to prison!



Emerald Vista before (left) and after (right) cleanup.

4 **Jim E. Hamilton Correctional Center (JEHCC)— Talimena Scenic Drive Vista Restoration Project**

TEAM

Jimmy Martin
JEHCC Deputy Warden

The Talimena Scenic Drive Vista Restoration Project was born out of need in September 2014, when local citizens approached National Forest Service (NFS) Ranger John Baldwin, in a town hall meeting held in Heavener, Oklahoma.

The citizens asked Ranger Baldwin if the NFS could do anything about the overgrown scenic vistas on Talimena Drive. Mr. Baldwin explained that he did not have a budget to hire employees for the work, however, did have equipment that could be utilized if any of the citizens would volunteer their time for the project. A few days later, Ranger Baldwin contacted Jim. E. Hamilton Correctional Center (JEHCC) and asked Warden Wade if inmate labor could be used to work on some of the vista areas. A meeting was held at the facility and a plan was initiated to use inmate work crews, supervised by facility staff, to supervise the vista restoration. The NFS would provide the equipment, training on how to use the equipment, some NFS staff supervision and recommendations for

the project.

A partnership was born on that day. To date, there have been nine vistas restored to their original scenic beauty, which includes cutting down trees and underbrush, removal of debris, mowing and weed eating. This work has been completed to enhance the opportunity for the citizens of Oklahoma to have a pleasurable viewing experience when they partake in the scenic drive. There has been approximately 750 hours of offender labor utilized on the project and 96 hours of staff supervision. This is an ongoing project that has five more vistas to complete in addition to the annual upkeep of the vistas to keep them from returning to the overgrown state that they were in before the project began.

THANK YOU LETTERS to Jim E. Hamilton CC

To Whom It May Concern:

It is with the greatest appreciation to the Warden and Staff of Jim E. Hamilton Correction Center for lending their help for maintenance of the Talimena Scenic Drive Vistas. Without this cooperative spirit between the Forest Service and JEHCC, the famous scenic drive would be in disrepair.

This facility is a showcase for the entire area and brings tourist to the area to enjoy the facility during peak times of the year. Without the help of JEHCC, the sites would not be ready for visitors. All of the business folks who receive economic benefits from tourism are grateful for the help provided to keep our house clean and ready for public use.

This part of Oklahoma is fortunate to have a state facility such as JEHCC that sees their role as part of the wider community. They deserve much more than a simple thank you. This type of spirit deserves recognition of the highest order.

Sincerely,

Lou Logoria

Lou Longoria, President TSDA

Barbara J. Tyson, VP TSDA

TALIMENA SCENIC DRIVE ASSOCIATION



Offenders and officer during clean up.

Warden Michael Wade,

I wanted to take this time to thank you and to share with you the positive feedback we have received from the public on the improvements to the vistas along the Talimena Scenic Drive.

We began this project in the fall of 2014 to open the overgrown vistas in Oklahoma along the Talimena Scenic Drive, a 54-mile byway between Talihina, Oklahoma and Mena, Arkansas that offers magnificent scenery and stunning views of the surrounding mountains and valleys. The work conditions at the overlooks are difficult due to the steep terrain and hazardous working conditions. Jim E. Hamilton Correctional Center (JEHCC) work crews have taken on the challenge and have made a significant difference on the appearance of many of these vistas.

The close proximity of JEHCC to the Ouachita National Forest and the Talimena Scenic Drive makes it an ideal opportunity for our agencies. With limited budgets and resources, tapping into alternative resources provides a means to accomplish projects on the Forest that would otherwise not get done. At this time, the JEHCC crews have completed work at seven vistas and have also assisted in clearing overgrown vegetation around the Kerr Nature Center which is also along the drive. This work amounts to nearly 800 hours of labor. Your contribution of labor (which we didn't have) and or contribution of equipment and materials has been beneficial enterprise for everyone.

By working together, we have reduced the cost to taxpayers, improved the overall experience for those motorists traveling in Oklahoma along this National Scenic Byway and provided meaningful work for the crew members.

As this project continues, we look forward to working with JEHCC to complete the work at the vistas and wanted to again thank you for all the work completed to this point.

Sincerely,

John Baldwin

DISTRICT RANGER

OUACHITA NATIONAL FOREST



JHCC Food Service employee scans an offender's ID card as part of the F.A.R.M. program.

Joseph Harp Correctional Center (JHCC)— Food and Agriculture Resource Management F.A.R.M.

TEAM MEMBERS

Carl Bear, Warden
Brad Bailey, Administrator, Agri-Service
William Weldon, Chief of Security
Johnny Lambert, Technology Operations
Robin Jones, OCI IT Manager
Mike Addison (retired warden)

PARTNERS

Lynn Avery, Offender
Lance Jagers, Offender
Jason Sistrunk, Offender

The Issue

Serving three meals a day, 365 days per year, to 1,492 offenders is a daunting task. Additional challenges include, tracking special medical diets, special needs of renal patients, diabetics, food allergies and other medical and dental maladies. Moreover, the Joseph Harp Correctional Center (JHCC) Food Service department delivers hot meals to 120 mental-health patients, over 100 housed in the infirmary and up to 26 restricted housing offenders at separate locations at any given meal.

All operational aspects were paper based, tracking everything by hand

with pen and paper. Simplifying procedures and providing the correct management tools within the local food service operation helps correct budget deficits and increase the efficiency in all food service operations. A more technology-based system was needed that was easy to use, accurate and customized for the prison environment.

The Action

In the summer of 2011, after searching for an off-the-shelf solution, William Weldon, then Food Service Manager III, researched several software development companies. Each



Offenders in cafeteria at Joseph Harp Correctional Center.

proposed solution started at over a million dollars for a custom written program that would meet ODOC needs. Mr. Weldon and his offender computer clerk began designing a basic database that would handle scanning offender IDs and track the meals served. Mr. Weldon is an out-of-the-box thinker and solved a dire need with a practical, technology-based solution. After getting feedback from other areas of the agency—ODOC Legal, Division of Institutions Director, Agri-Services, and Warden Mike Addison—the basic idea of a 21st century, technology-driven solution was born. Four other offenders later joined the development team and combined their talents to create a remarkable program that encompasses all aspects of food operations.

Administrator of Agri-Services, Brad Bailey, visited JHCC in the summer of 2012 and was so impressed with the food management program that he began collaborating with Mr. Weldon and the development team to integrate the program into the Agri-Services division. He saw the potential to integrate the food

production arm of Agri-Services with the facility kitchens to create a completely integrated food chain extending from the farm to the plate.

The Results

After three years of developmental testing at JHCC, Division Manager David Parker has formed a 22-person committee, chaired by retired warden Mike Addison, to develop plans for deployment at eight of the ODOC 34 kitchens. The program has grown into a full-featured kitchen management suite of applications - Inventory, Master Menu, Scanning, Medical Diets(s), Tool Control, and Caustic Control. This suite of six applications has reduced excess food preparation, reducing food waste. Inventory Management, Budgetary Control, Tool Management, and Caustics tracking have all improved as well.

The Joseph Harp Correctional Center kitchen has been on or under budget for the past three fiscal years.

Summary

The F.A.R.M. program has consistently demonstrated that it can monitor

the meals being served and delivered. F.A.R.M. has saved thousands of dollars through inventory management, theft detection, and fraud prevention.

- A consistent method of managing a large-scale food service operation similar to the methods used by fast food franchises like McDonald's
- Prevents over production and provides cost analysis
- A bill of materials for every item on the master menu
- Aids the supervisors and cooks in the kitchen with consistent material requisition
- Monitors on-hand quantities and reorder points for all items
- Tracks received merchandise and provides an up-to-the minute costing of all materials
- Ensures that offenders receive their apportioned meals
- Monitors vendor purchases for invoice/order discrepancies



Opportunity Buy Warehouse located at James Crabtree Correctional Center in Helena, Oklahoma.

Agri-Services — Opportunity Buy Program

The term “Opportunity Buy” refers to unsolicited offers that are time sensitive in nature and priced significantly below retail price.

The concept of the Opportunity Buy Program originated within the Agri-Services Division of the Oklahoma Department of Corrections (ODOC) several years ago, but there was not an acceptable method in place to purchase these time sensitive opportunities. As a result, many, if not most, of the opportunities were lost due to the amount of time required to follow the state purchas-

ing guidelines. Seeing a need to develop a set of guidelines to capture these lost opportunities, a meeting was scheduled to address this issue. Through the cooperative efforts of the State Purchasing Directors office, ODOC Purchasing and Agri-Services, legislation was obtained through the passage of HB1464 entitled the Innovation, Efficiency and Reform Act of 2013 which streamlined the purchasing procedures allowing for the acquisition of time sensitive, unsolicited food items offered by food brokers. This bill allows much quicker purchasing

procedures, resulting in reduced costs of feeding the offender population. When the law became effective on November 1, 2013, Agri-Services was able to immediately take advantage of opportunities as they were presented. The program has already proven to be a huge success, and is saving the ODOC and State of Oklahoma thousands of dollars.

When a food processing company has a product that does not meet their end user specifications, they contact a food broker to sell the product for them. The food

“During the first 17 months of operation, the Opportunity Buy Program has already saved the department in excess of \$825,000 in gross food costs...”

brokers then contacts prospective customers that can use the product. These products are wholesome, nutritional products, but do not meet the original customer’s standards. An example could be as follows: A processor is slicing carrots that came from their contract growers. Weather conditions delayed harvest, resulting in carrots that have grown to a larger diameter than the original customer’s specifications. Since the carrots do not meet specifications for the customer, they will discount the price paid to the grower, go ahead and process the carrots, and then offer them at a discounted price to another end user (like ODOC). The food brokers call Agri-Services with products they have for sale. If the product is used on the master menu, and can be purchased significantly cheaper than the prime vendor contract, Agri-Services will purchase the product. The product is then distributed to all correctional facilities within the state utilizing the existing Agri-Services delivery fleet. Frozen, canned and other shelf stable products are purchased. Sometimes, if the price is

right, large totes of bulk frozen products are purchased in 900 pound totes, then re-packaged into food grade bags or boxes in quantities that can be utilized by the facility kitchens.

Some examples of products purchased through the program include canned products such as diced carrots, corn, green beans, tomato products, and applesauce. Frozen products include broccoli florets, chicken patties, frozen green beans, and diced zucchini squash. Other items purchased include instant potato

granules and both beef and chicken base.

During the first 17 months of operation, the Opportunity Buy Program has already saved the Department in excess of \$825,000 in gross food costs, when compared to the prime vendor contract. Even after subtracting storage, shipping, handling, and other costs associated with managing this program, a substantial savings is realized by the agency.



FTE John Meadows (top) inventories produce at the Opportunity Buy Warehouse (bottom).