

**PAROLE and POST-PRISON SUPERVISION, BOARD of**  
**Annual Performance Progress Report (APPR) for Fiscal Year (2013-2014)**

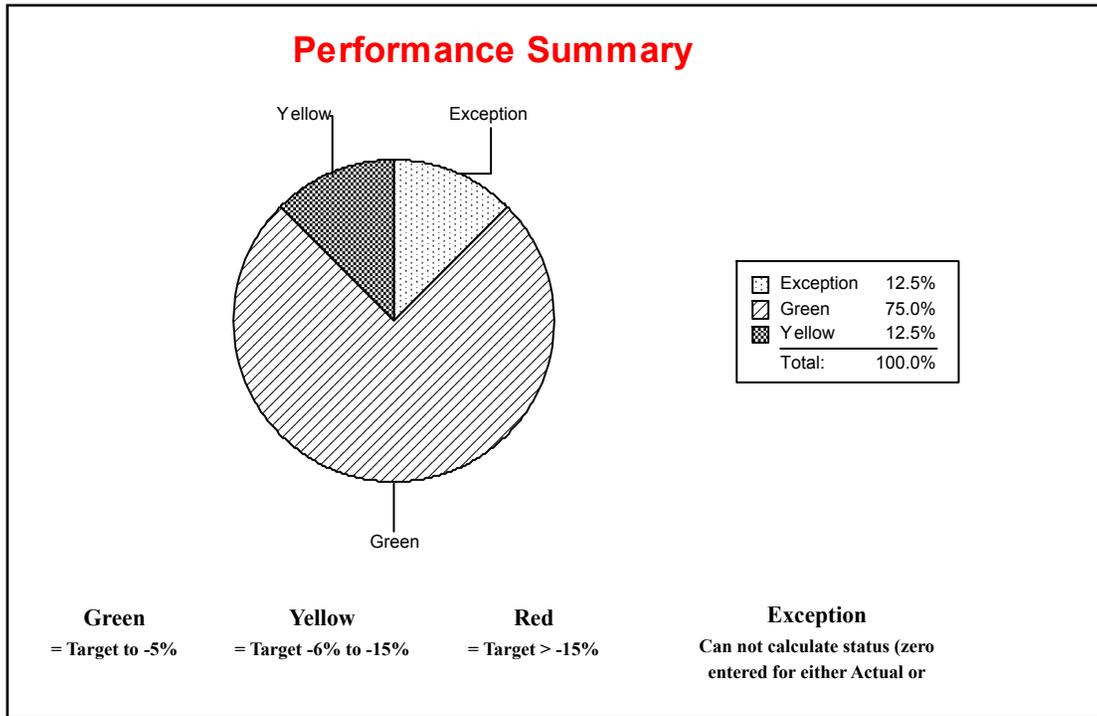
Original Submission Date: 2014

Finalize Date: 11/18/2014

2013-2014 KPM #	2013-2014 Approved Key Performance Measures (KPMs)
1	PAROLE RECIDIVISM- Percentage of Matrix Inmates (applies to offenders whose crime(s) were committed before November 1, 1989), Dangerous Offenders (sentenced by the court as a dangerous offender pursuant to ORS 161.725 and ORS 161.735), and Aggravated Murderers convicted of a new felony within three years of initial release. (Subset of OBM #64)
2	ORDER OF SUPERVISION- Percentage of offenders being released from prison where the Board's order of supervision has been received by the community corrections office on or before the offender's release date from prison.
3	VICTIM NOTIFICATION- Percentage of active registered victims for which the Board has an accurate point of contact for notification of hearings and of an offender's release.
4	ARREST WARRANT- Percentage of warrants received by the Board in which the warrant is issued within 5 days.
5	REVOCAATION- Percentage of revocations for offenders who violate their conditions of parole or post-prison supervision.
6	DISCHARGE OF SUPERVISION- Percentage of expiration (of post-prison supervision or parole) orders that have been completed and mailed within 5 days of an offenders discharge from parole or post-prison supervision.
7	ADMINISTRATIVE REVIEW- Percentage of administrative review responses completed and mailed within 60 days of receipt of an inmate/offender administrative review request.
8	CUSTOMER SERVICE- Percent of customers rating their satisfaction with the Agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise, and availability of information.

<b>New Delete</b>	<b>Proposed Key Performance Measures (KPM's) for Biennium 2015-2017</b>
	<b>Title:</b>  <b>Rationale:</b>

<b>PAROLE and POST-PRISON SUPERVISION, BOARD of</b>		<b>I. EXECUTIVE SUMMARY</b>	
<b>Agency Mission:</b> To work in partnership with the Department of Corrections and local supervisory authorities to protect the public and reduce the risk of repeat criminal behavior through incarceration and community supervision decisions based on applicable laws, victims' interests, public safety and recognized principles of offender behavior change.			
<b>Contact:</b> Kristin Wings-Yanez, Chairperson		<b>Contact Phone:</b> 503-945-9009	
<b>Alternate:</b> Brenda Carney, Executive Director		<b>Alternate Phone:</b> 503-945-0919	



**1. SCOPE OF REPORT**

Since 1989, the number of inmates in DOC custody has grown from approximately 4,500 to more than 14,500 today, and the number of offenders on supervision has grown from 2,000 to nearly 14,000; all of which are under the Board's authority for setting conditions of supervision, issuing warrants, and voting sanctions and revocations. The Board of Parole was created in 1911, and the full-time Board was authorized in 1969. Statutory authority is found in Oregon Revised Statutes Chapter 144. The Board now consists of three members appointed to four-year terms by the Governor and confirmed by the Oregon

Senate. Currently, the Board is composed of 16 FTE: three Board Members, an Executive Director, an Executive Assistant, and 12 support staff (includes a job share). Structure: The Board's internal structure is built around seven statutorily mandated functions that include responsibilities for inmates currently incarcerated or who have been released from prison on supervision. The Board conducts approximately 20 hearings each month to determine if and when inmates under the Board's release authority should be released from prison. Each case can take from two to five hours of preparation prior to conducting the hearing. Offenders under the Board's release authority include Matrix offenders who committed their felony crimes prior to November 1, 1989; Aggravated murderers and murderers with life sentences who are eligible for parole; and inmates designated by the courts as Dangerous Offenders (regardless of crime date). The Board orders conditions of parole and post-prison supervision for all felony offenders released from prison, and issues approximately 450-500 orders each month. The Board issues approximately 400 arrest warrants each month for felony offenders who abscond parole or post-prison supervision. The Board also orders and reviews approximately 450 sanctions each month for felony offenders who violate their conditions of parole or post-prison supervision. The Board averages approximately 300 discharge orders each month for felony offenders who have completed their terms of parole or post-prison supervision. Registered crime victims, District Attorneys and others are notified of Board hearings and inmate release dates. The Board also responds to administrative and judicial appeals filed by felony offenders. The Board receives approximately 10 administrative review requests each month.

## **2. THE OREGON CONTEXT**

The Board's Mission: To work in partnership with the Department of Corrections and local supervisory authorities to protect the public and reduce the risk of repeat criminal behavior through incarceration and community supervision decisions based on applicable laws, victims' interests, public safety and recognized principles of offender behavior change. Article I, 15 of the Oregon Constitution provides: Laws for the punishment of crime shall be founded on these principles: protection of society, personal responsibility, accountability for ones actions and reformation. The Board's mission, statutory responsibilities, agency goals and performance measures align with Oregon Benchmark #65 Adult Recidivism (percentage of released offenders convicted of a new felony within three years of release from prison). This benchmark is a critical measure of public safety and the Boards ability to improve the success and safety of incarceration-to-community transition.

## **3. PERFORMANCE SUMMARY**

Overall, the Board is meeting the majority of its performance measures, despite increasing workloads for existing staff and Board members. However, there has been a significant drop in compliance with KPM #7 Administrative Review due to the Board's increased workload and a complete turnover in Board members the last two years.

## **4. CHALLENGES**

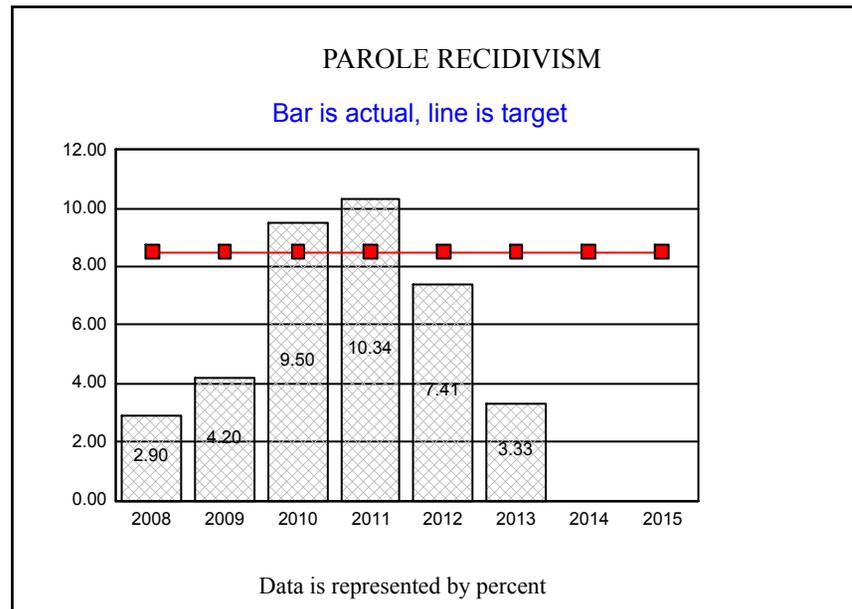
Responsibilities and workloads for the Board will continue to increase as the populations of prison inmates and offenders on parole and post-prison supervision grows. The challenge rises to keep up with the many decisions of the Board, which include such public safety functions as establishing release dates, imposing conditions of supervision, issuing arrest warrants, imposing sanctions for violations, discharging offenders from supervision, responding to appeals, and providing

key services to victims and other stakeholders. Additionally, in 2013 HB2549 passed, which requires the Board to implement a sex offender notification level system in collaboration with the Department of Corrections, Oregon Youth Authority, Psychiatric Security Review Board and Oregon State Police. The Board is tasked with completing nearly 6000 assessments by December 2016, as well as developing a process for reclassification and relief from registration by January 2017. The Board is currently understaffed and underfunded for this project; however, both funding and positions have been requested for the 2015-17 biennium.

## **5. RESOURCES AND EFFICIENCY**

2015-17 planned improvements include continued efforts to inform and educate public safety partners on best practices, including the supervision and sanctioning of offenders in the community; incorporating research-based principles into conditions of supervision and release planning processes to gain greater reductions in recidivism over time by targeting services to high-risk offenders and setting conditions of evidence-based interventions to address criminal risk factors; reworking the agency website and printed materials to better meet the needs of victims, offenders on supervision and their families, local supervising authorities and others; implementing a victim notification project with District Attorneys and Department of Justice; and continuing agency efforts to improve all agency processes and practices in support of increased public safety. Long-term efficiency/quality improvements will be gained by the replacement of the legacy Parole Board Management Information System (PBMIS), which will allow electronic records management of Board files and ensure full and ongoing compatibility of sharable information with the Department of Corrections and other public safety partners.

<b>KPM #1</b>	PAROLE RECIDIVISM- Percentage of Matrix Inmates (applies to offenders whose crime(s) were committed before November 1, 1989), Dangerous Offenders (sentenced by the court as a dangerous offender pursuant to ORS 161.725 and ORS 161.735), and Aggravated Murderers convicted of a new felony within three years of initial release. (Subset of OBM #64)	2002
<b>Goal</b>	PAROLE RECIDIVISM - Protect the public by reducing an offender's likelihood of returning to criminal behavior through research- and evidence-based practices.	
<b>Oregon Context</b>	Oregon Benchmark #65 - Adult Recidivism	
<b>Data Source</b>	Department of Corrections Research and Evaluation Unit	
<b>Owner</b>	Brenda Carney, Executive Director (503) 945-0919	



**1. OUR STRATEGY**

Make sound parole release decisions for those offenders under the Board's release authority by following the agency's mission, as well as the Oregon constitutional provision that, "Laws for the punishment of crime shall be founded on these principles: protection of society, personal responsibility, accountability for one's actions and reformation."

## **2. ABOUT THE TARGETS**

Targets have been historically set since 2002, following a baseline-establishment period. A downward trend is desired.

## **3. HOW WE ARE DOING**

The Board is meeting its target, and has continued a downward trend. As the number of offenders under the Board's release authority declines, this measure is increasingly focused on the recidivism rates of Matrix offenders (who committed their crimes prior to November 1, 1989), as well as aggravated murderers and murderers who are eligible for parole, and those offenders sentenced by the courts as dangerous offenders, regardless of their crime dates.

## **4. HOW WE COMPARE**

The Board's recidivism rate is significantly lower than the statewide rate at 28.42%; however, the Board also has significantly smaller numbers being released.

## **5. FACTORS AFFECTING RESULTS**

Because of the reduced number of offenders under the Board's release authority, compared to the overall releasing inmate population, even a small change in rates of recidivism will have a significant impact on this measure.

## **6. WHAT NEEDS TO BE DONE**

Continue to implement ongoing efforts to improve the parole hearings process.

## **7. ABOUT THE DATA**

The reporting date is based on the number of Parole Offenders released during the 2008-09, 2009-10 and 2010-11 Oregon fiscal years, which reports results for 2011, 2012 and 2013. 2011: 29 releases, 3 new felony convictions (1 person, 1 "other", 1 property) 2012: 27 releases, 2 new felony convictions (1

person, 1 "other") 2013: 30 releases, 1 new felony conviction ("other")

<b>KPM #2</b>	ORDER OF SUPERVISION- Percentage of offenders being released from prison where the Board's order of supervision has been received by the community corrections office on or before the offender's release date from prison.	2003
<b>Goal</b>	ORDERS OF SUPERVISION: Protect the public by implementing research- and evidence-based practices to create conditions of supervision based on offenders' criminogenic factors and community safety.	
<b>Oregon Context</b>	Oregon Benchmark #65 - Adult Recidivism	
<b>Data Source</b>	Parole Board Management Information System (PBMIS)	
<b>Owner</b>	Brenda Carney, Executive Director (503) 945-0919	



**1. OUR STRATEGY**

Through collaboration with the Board's public safety partners (Department of Corrections and local community corrections agencies), ensure that individual

offenders' orders of supervision are appropriate and timely.

## **2. ABOUT THE TARGETS**

Targets have been historically set since 2003, following a baseline-establishment period since 2001. 2013-15 targets are based on an average of past performance. A higher trend is desirable.

## **3. HOW WE ARE DOING**

The agency has not met its goal, but is still within an acceptable range. The Board is challenged at times to meet this measure, due to low staffing levels. Workloads are growing commensurate with the growth in the prison population and the number of offenders on parole and post-prison supervision in the community.

## **4. HOW WE COMPARE**

There is no direct comparison data available.

## **5. FACTORS AFFECTING RESULTS**

The Board receives release plans from the Department of Corrections and County Community Corrections Agencies. The Board approves release plans, imposes conditions of supervision, and issues Orders of Supervision. The Board has seen a growth in workload, which includes the implementation of an increase in Short-Term Transitional Leave from DOC, pursuant to HB3194.

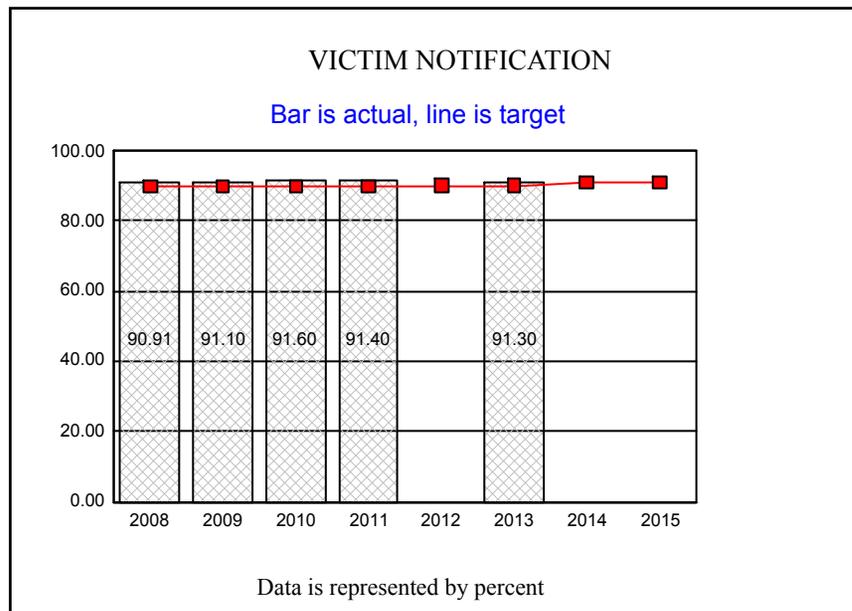
## **6. WHAT NEEDS TO BE DONE**

Continue to analyze internal processes and priorities and cooperate with our public safety partners. Future performance measure adjustments may be requested as the Board and the Department of Corrections focuses increased efforts on the conditions of supervision for those offenders at highest risk of recidivism and highest risk to the community.

## **7. ABOUT THE DATA**

Reporting is the Oregon 2012-13 and 2013-14 fiscal years.

<b>KPM #3</b>	VICTIM NOTIFICATION- Percentage of active registered victims for which the Board has an accurate point of contact for notification of hearings and of an offender's release.	2002
<b>Goal</b>	VICTIM NOTIFICATION: Value Victim Interest	
<b>Oregon Context</b>	Oregon Benchmark #65 - Adult Recidivism	
<b>Data Source</b>	Parole Board Management Information System (PBMIS).	
<b>Owner</b>	Brenda Carney, Executive Director (503) 945-0919	



**1. OUR STRATEGY**

Foster information sharing among victim advocates.

**2. ABOUT THE TARGETS**

2013-15 targets are based on an average of past performance. A higher trend is desired.

**3. HOW WE ARE DOING**

The Board has exceeded its target, trending slightly upward. In 2013, the Board had 5465 total active registered victims, for whom the Board had 4992 correct mailing addresses.

**4. HOW WE COMPARE**

No comparable data is available.

**5. FACTORS AFFECTING RESULTS**

Factors include registered victims changing addresses without notifying the Board. When this occurs and mail is returned to the Board as undeliverable, the victim is then listed as without an accurate point of contact.

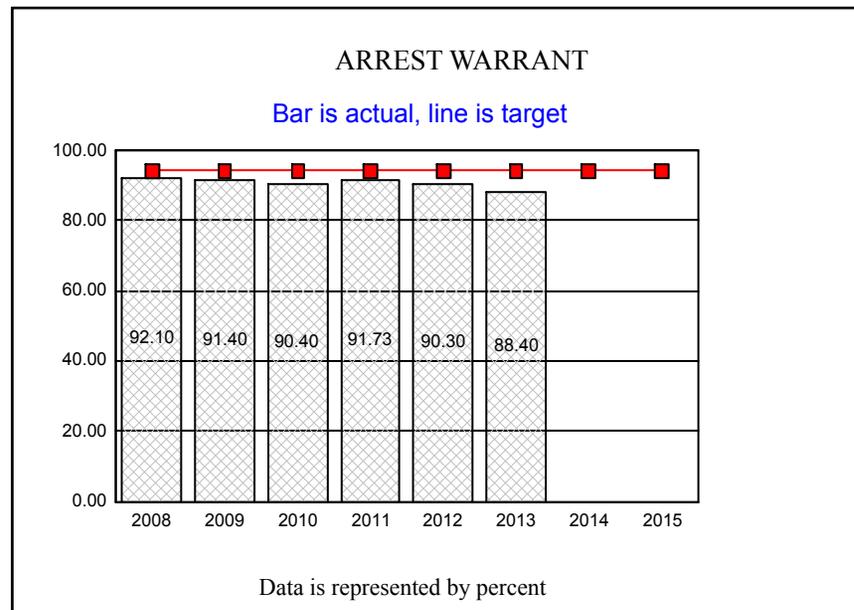
**6. WHAT NEEDS TO BE DONE**

In the 2015-17 biennium, the Board will work to improve its written and website materials for victims to ensure that all victims who wish to be notified of parole hearings and changes in their offenders' status can easily understand and exercise their rights and responsibilities at any chosen level of participation. Additionally, a rewrite of the Board's information system (PBMIS) will help to create a more streamlined notification process, including the documents related to the various notifications.

**7. ABOUT THE DATA**

The reporting cycle is the Oregon 2013-14 fiscal year. No information was available for 2012-13 fiscal year.

<b>KPM #4</b>	ARREST WARRANT- Percentage of warrants received by the Board in which the warrant is issued within 5 days.	2002
<b>Goal</b>	ARREST WARRANT: Protect the Public by ensuring warrants are issued in a timely manner in order to prevent further criminal behavior.	
<b>Oregon Context</b>	Oregon Benchmark #65 - Adult Recidivism	
<b>Data Source</b>	Parole Board Management Information System (PBMIS).	
<b>Owner</b>	Brenda Carney, Executive Director (503) 945-0919	



**1. OUR STRATEGY**

Respond rapidly to the serious risk that some offenders on parole and post-prison supervision pose when not following their conditions of supervision in the community.

**2. ABOUT THE TARGETS**

2013-15 targets are based on an average of past performance. An upward trend is desired.

**3. HOW WE ARE DOING**

The Board did not meet its target for 2013. The target levels have steadily increased since the measure's inception in 2003, when the target was 82%.

**4. HOW WE COMPARE**

No comparable data is available.

**5. FACTORS AFFECTING RESULTS**

Delays in community processes cause delays in the Board's issuance of the warrant. When nationwide warrants are requested per Interstate Compact rules for offenders supervised out of state, the Board must request approval from the Governor's office; at times, this could take up to 14 days.

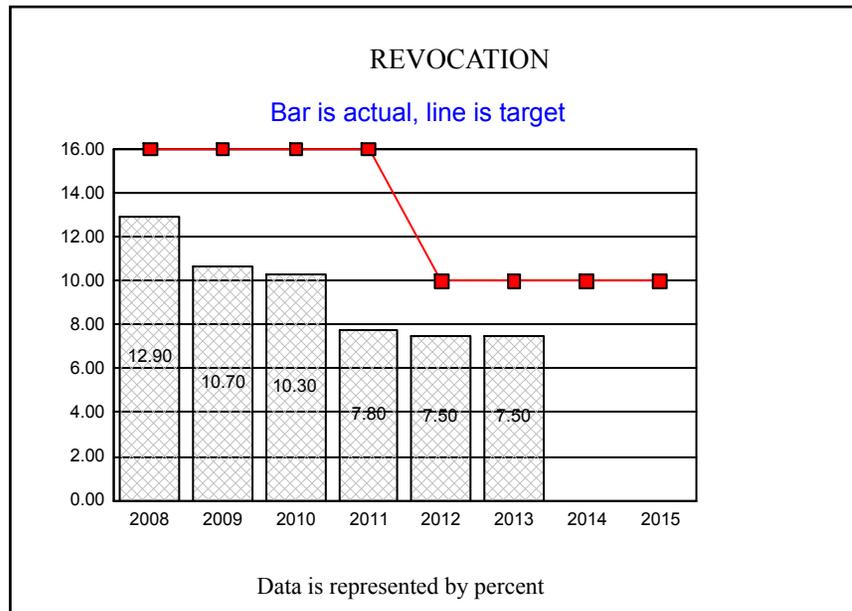
**6. WHAT NEEDS TO BE DONE**

Continue internal agency cross-training, adjustment processes as needed, and work to make improvements between partnering agencies and the Governor's office to ensure a speedy warrant. The Board will consider future amendments to this performance measure in conjunction with its public safety partners to better reflect actual areas of responsibility and timeliness.

**7. ABOUT THE DATA**

The reporting cycle is the Oregon 2012-13 and 2013-14 fiscal years.

<b>KPM #5</b>	REVOCATION- Percentage of revocations for offenders who violate their conditions of parole or post-prison supervision.	2002
<b>Goal</b>	REVOCATION: Protect the public by reducing the risk of repeat criminal behavior through research- and evidence-based sanctioning practices.	
<b>Oregon Context</b>	Oregon Benchmark #65 - Adult Recidivism	
<b>Data Source</b>	Parole Board Management Information System (PBMIS).	
<b>Owner</b>	Brenda Carney, Executive Director (503) 945-0919	



**1. OUR STRATEGY**

Support local community corrections agencies in their sanctioning of offenders on parole and post-prison supervision for violations of supervision conditions.

**2. ABOUT THE TARGETS**

2013-15 targets are based on an average of past performance. A downward trend is desired.

**3. HOW WE ARE DOING**

The Board exceeded its target, continuing the trend of improvement.

**4. HOW WE COMPARE**

No comparable data is available.

**5. FACTORS AFFECTING RESULTS**

The Board imposes structured sanctions for offenders in violation of conditions of supervision. The Board revokes the supervision of offenders who pose extreme risk to the community or who continually fail to comply with supervision requirements. Actual supervision of these offenders is conducted by local supervisory authorities in the counties.

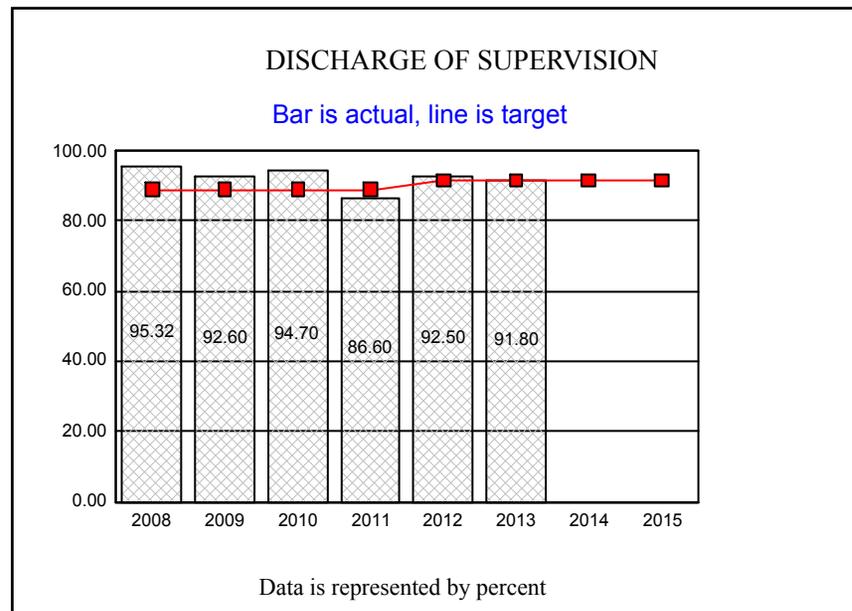
**6. WHAT NEEDS TO BE DONE**

Continue collaboration, training and structured sanction refinement to best match revocations with those offenders at greatest risk to the community; as well as help counties manage their jail bed populations within their individual budgetary constraints by utilizing research- and evidence-based responses to violations and appropriate use of sanction and revocation processes.

**7. ABOUT THE DATA**

The reporting cycle is the Oregon 2012-13 and 2013-14 fiscal years.

<b>KPM #6</b>	DISCHARGE OF SUPERVISION- Percentage of expiration (of post-prison supervision or parole) orders that have been completed and mailed within 5 days of an offenders discharge from parole or post-prison supervision.	2002
<b>Goal</b>	DISCHARGE OF SUPERVISION: Reduce the possibility of legal action due to inaccurate file information.	
<b>Oregon Context</b>	Oregon Benchmark #65 - Adult Recidivism	
<b>Data Source</b>	Parole Board Management Information System (PBMIS).	
<b>Owner</b>	Brenda Carney, Executive Director (503)945-0919	



**1. OUR STRATEGY**

The Board's strategy is to improve discharge processes within the agency and with community corrections, as well as provide continuity with those processes.

**2. ABOUT THE TARGETS**

2013-15 targets are based on an average of past performance. An upward trend is desired.

**3. HOW WE ARE DOING**

The Board met its target, continuing a trend of improvement.

**4. HOW WE COMPARE**

No comparable data is available.

**5. FACTORS AFFECTING RESULTS**

The Board monitors and adjusts an offender's status on supervision, as well as completing the discharge certification upon completion of Parole or Post-Prison Supervision. The rising numbers of offenders on supervision has resulted in increased workloads for Board staff, including an increase in the duties covered by this performance measure. Additionally, there has not been adequate coverage for this duty when trained staff members are absent.

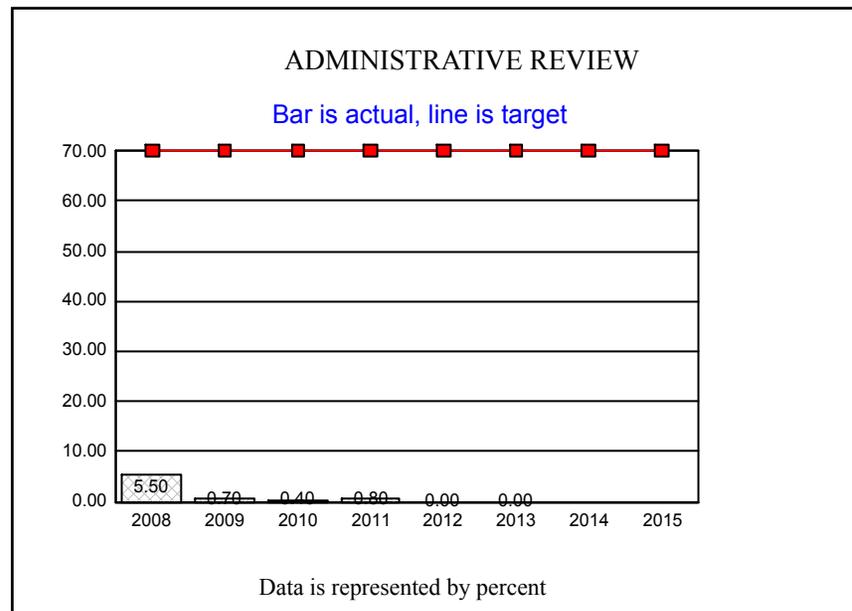
**6. WHAT NEEDS TO BE DONE**

Continue efforts to cross-train staff and adapt personnel resources to perform all of the Board's statutorily required functions, as well as consider ways to improve efficiency for this process.

**7. ABOUT THE DATA**

The reporting cycle is the Oregon 2012-13 and 2013-14 fiscal years.

<b>KPM #7</b>	ADMINISTRATIVE REVIEW- Percentage of administrative review responses completed and mailed within 60 days of receipt of an inmate/offender administrative review request.	2001
<b>Goal</b>	ADMINISTRATIVE REVIEW: Ensure the legal integrity of the Board's decisions, as well as their decision making processes.	
<b>Oregon Context</b>	Oregon Benchmark #65 - Adult Recidivism	
<b>Data Source</b>	Parole Board Management Information System (PBMIS).	
<b>Owner</b>	Brenda Carney, Executive Director (503) 945-0919	



**1. OUR STRATEGY**

Prioritize Board Member workload to allow addressing of administrative review request backlogs. Train selected Board staff to carry out pre-review functions to facilitate the timely processing and tracking of requests.

**2. ABOUT THE TARGETS**

2013-15 targets are based on an average of past performance. An upward trend is desired..

**3. HOW WE ARE DOING**

The Board is not meeting this measure, and has continued a downward trend. In early 2014, the Board had reduced its backlog of administrative review responses from over a year response time to 9 months. Unfortunately, there has been a complete turnover of Board members in the past 18 months, and responses have now returned to a 12-month timeline.

**4. HOW WE COMPARE**

No comparable data is available.

**5. FACTORS AFFECTING RESULTS**

Significant workload demands on Board members and key support staff have eroded the Board's efforts to gain compliance in prior biennia.

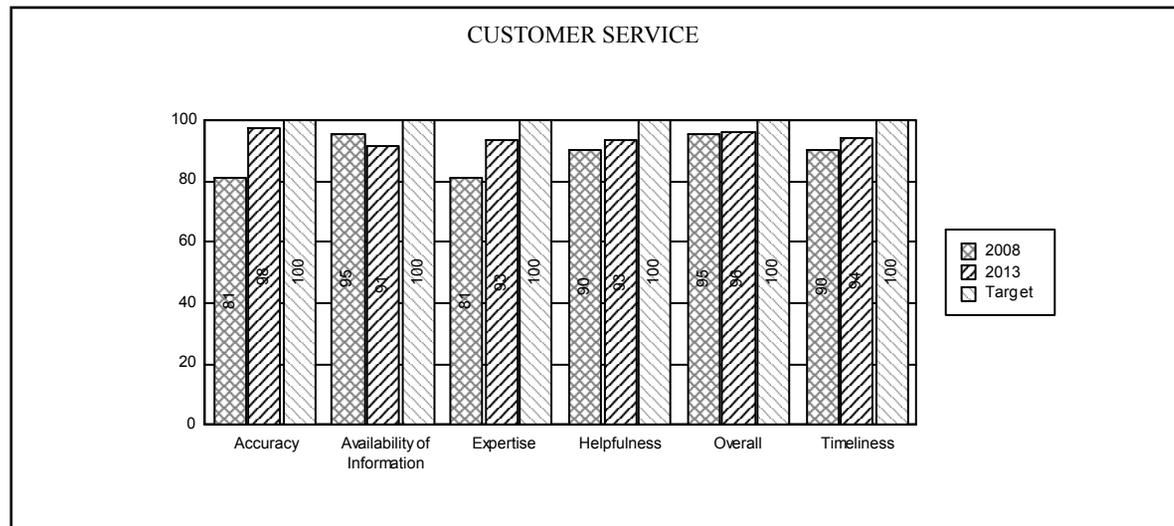
**6. WHAT NEEDS TO BE DONE**

Approve funding to establish an Operations & Policy Analyst 4 position to support the Board as a Legal Specialist, providing legal assistance and research with the administrative appeals process. This will allow the Board to become compliant to the extent required by statute and rule. The existence of this position reduces the cost of legal services provided to the Board by the Department of Justice. Prior requests for such a position have been denied; however, the Board has made the request again in the 2015-17 Agency Request Budget.

**7. ABOUT THE DATA**

The reporting cycle is the Oregon 2012-13 and 2013-14 fiscal years.

<b>KPM #8</b>	CUSTOMER SERVICE- Percent of customers rating their satisfaction with the Agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise, and availability of information.	2005
<b>Goal</b>	CUSTOMER SERVICE: Increase the value of relationships with partnering agencies and stakeholders.	
<b>Oregon Context</b>	Agency Mission and Oregon Benchmark #65 - Adult Recidivism	
<b>Data Source</b>	Agency Survey Results	
<b>Owner</b>	Brenda Carney, Executive Director (503) 945-0919	



**1. OUR STRATEGY**

Collaborate with public safety partners and other stakeholders to provide accurate, complete and timely information upon request. Information is relevant to inmates under the Board's release authority and those offenders who are or were on parole or post-prison supervision.

**2. ABOUT THE TARGETS**

Targets are based on 2005 survey results. An upward trend is desired.

### **3. HOW WE ARE DOING**

While the Board did not meet the target of 100%, there is an overall rating of 96.08% satisfaction with the Board. Based on the last reported customer service results in 2008, the Board has improved in most areas.

### **4. HOW WE COMPARE**

No comparable data is available.

### **5. FACTORS AFFECTING RESULTS**

The number and complexity of requests, as well as the rising overall workloads for Board members and staff are key factors. Lower scores in availability of information, expertise and helpfulness seem to be related to the most frequent turnovers in Board members and staff, resulting in vacancies and training periods for inexperienced new hires. Absences and turnover have contributed to delays in providing services. Technological advances are expected to assist in meeting workload increases through the use of document scanning and e-mailing of individual document requests.

### **6. WHAT NEEDS TO BE DONE**

Stable staffing will ensure that the Board's responses to requests of the Records Office remain timely and accurate. Additionally, the Board is piloting several electronic filing and storage projects that will assist in referencing and locating specific information. The Board is also in the process of an information system rewrite with the Department of Corrections, which will add to the abovementioned efficiencies.

### **7. ABOUT THE DATA**

The reporting cycle is the Oregon 2013-14 fiscal year.

**PAROLE and POST-PRISON SUPERVISION, BOARD of**

**III. USING PERFORMANCE DATA**

**Agency Mission:** To work in partnership with the Department of Corrections and local supervisory authorities to protect the public and reduce the risk of repeat criminal behavior through incarceration and community supervision decisions based on applicable laws, victims' interests, public safety and recognized principles of offender behavior change.

**Contact:** Kristin Wings-Yanez, Chairperson

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**Alternate:** Brenda Carney, Executive Director

**Alternate Phone:** 503-945-0919

**The following questions indicate how performance measures and data are used for management and accountability purposes.**

**1. INCLUSIVITY**

- \* **Staff :** Currently the Board is composed of 16 FTE: three Board Members, an Executive Director, an Executive Assistant, and 12 support staff (including one job share). All members and staff are directly involved in multiple Key Performance Measures..
- \* **Elected Officials:** The Board works in collaboration with elected officials throughout Oregon government, including the Governor's Office, legislators and their staffs, the Attorney General's Office, and district attorneys' offices.
- \* **Stakeholders:** The Board works in collaboration with its public safety partners on measures that cross agency boundaries, including the Oregon Department of Corrections, community corrections agencies, district attorneys, criminal defense attorneys, advocacy organizations, and others.
- \* **Citizens:** The Board interacts regularly with crime victims, offenders' families, interested citizens and the media regarding agency activities related to Key Performance Measures.

**2 MANAGING FOR RESULTS**

Growing workloads and limited resources lead Board management to work closely with staff to ensure key functions of the Board are efficiently and effectively met. When agency needs cannot be met within existing resources, management has requested additional resources.

**3 STAFF TRAINING**

Staff training is conducted through monthly meetings, small group meetings, and one-on-one cross-training. The Board has limited financial resources for outside training.

**4 COMMUNICATING RESULTS**

- \* **Staff :** Staff report and receive monthly statistical data on components of the Key Performance Measures .
- \* **Elected Officials:** The Board shares Key Performance Measure-related data with elected officials throughout

Oregon government, including the Governor's Office, legislators and their staffs, the Attorney General and his staff, and district attorneys. The Board reports Key Performance Measures to the Legislature each biennium as part of the Ways and Means committee process.

\* **Stakeholders:** The Board reports Key Performance Measures on its website at <http://www.oregon.gov/boppps>.

\* **Citizens:** The Board reports Key Performance Measures on its website at <http://www.oregon.gov/boppps>.