

PAROLE and POST-PRISON SUPERVISION, BOARD of
Annual Performance Progress Report (APPR) for Fiscal Year (2010-2011)
Proposed KPM's for Biennium (2011-2013)

Original Submission Date: 2011

Finalize Date:

| 2010-2011 KPM # | 2010-2011 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 | REVOCATION- 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. |
| 9 | BEST PRACTICES- Percent of total best practices met by the Board. |

| New Delete | Proposed Key Performance Measures (KPM's) for Biennium 2011-2013 |
|-----------------------|---|
| DELETE | Title: REVOCATION- Percentage of revocations for offenders who violate their conditions of parole or post-prison supervision. Rationale: |
| DELETE | Title: BEST PRACTICES- Percent of total best practices met by the Board. Rationale: |

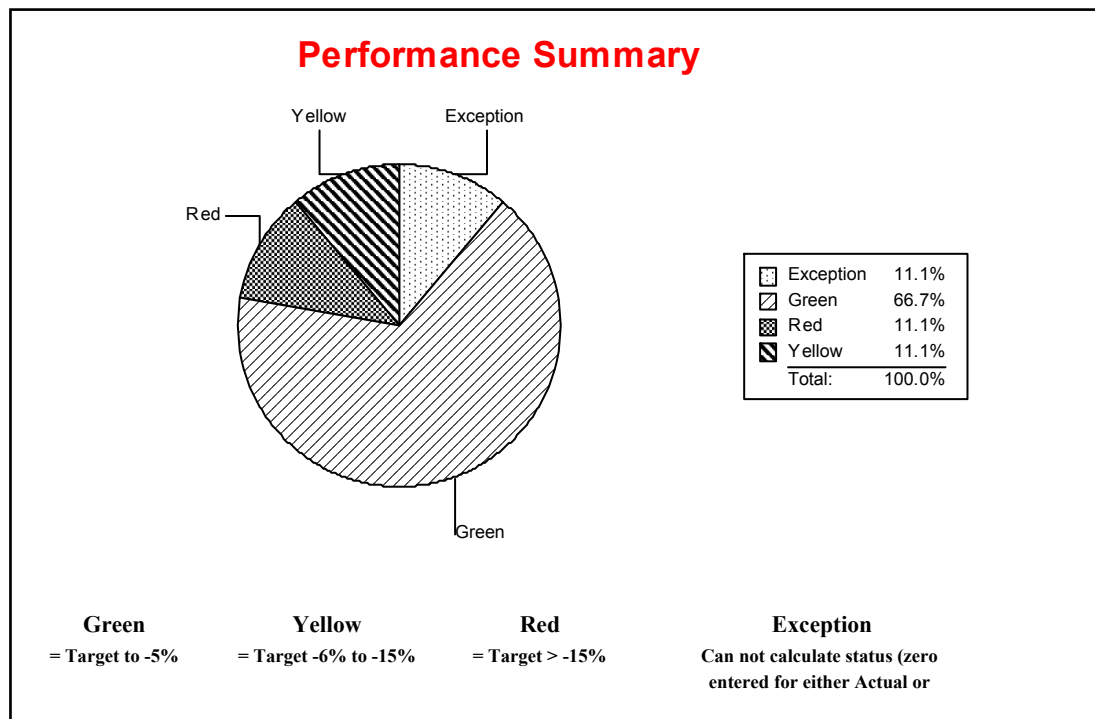
Agency Mission: To work in partnership with the Department of Corrections and local supervisory authorities to protect the public and reduce the risk of repeat criminal behavior through incarceration and community supervision decisions based on applicable laws, victims' interests, public safety and recognized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

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Contact Phone: 503-945-9009

Alternate: Jeremiah Stromberg

Alternate Phone: 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 13,500 today. The number of offenders on supervision has grown from 2,000 to approximately 14,000, all under the Boards authority for setting conditions of supervision, sanctions and revocations. The Board of Parole was created in 1911; 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 15 FTE:

three Board Members, an Executive Director, and 11 support staff. Structure: The Boards internal structure is built around seven statutorily mandated functions that include the following responsibilities for inmates currently incarcerated or who have been released from prison on supervision: The Board conducts approximately 30 hearings each month to determine if and when inmates under the Boards release authority should be released from prison, whether an inmate should be designated as a predatory sex offender, and other required purposes. Each case can take from two to five hours of preparation prior to conducting the hearing. Offenders under the Boards release authority are: Matrix offenders who committed their felony crimes prior to November 1, 1989; Aggravated murderers and murderers who are eligible for parole (regardless of crime date); and Inmates designated by the courts as Dangerous Offenders (regardless of crime date). Order conditions of parole and post-prison supervision for all felony offenders released from prison. The Board issues approximately 450-500 orders each month. Issue arrest warrants for felony offenders who abscond parole or post-prison supervision. The Board issues approximately 400 warrants each month. Order sanctions for felony offenders who violate the conditions of parole or post-prison supervision. The Board orders and reviews approximately 450 sanctions each month. Discharge felony offenders who have completed their terms of parole or post-prison supervision. The Board averages approximately 300 discharge orders each month. Notify registered crime victims and others (including District Attorneys) of Board hearings and inmate release dates. Respond to administrative and judicial appeals filed by felony offenders. The Board receives approximately 30 administrative review requests each month.

2. THE OREGON CONTEXT

The Boards 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 Boards 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. Of note is the significant drop in compliance with KPM #7 Administrative Review.

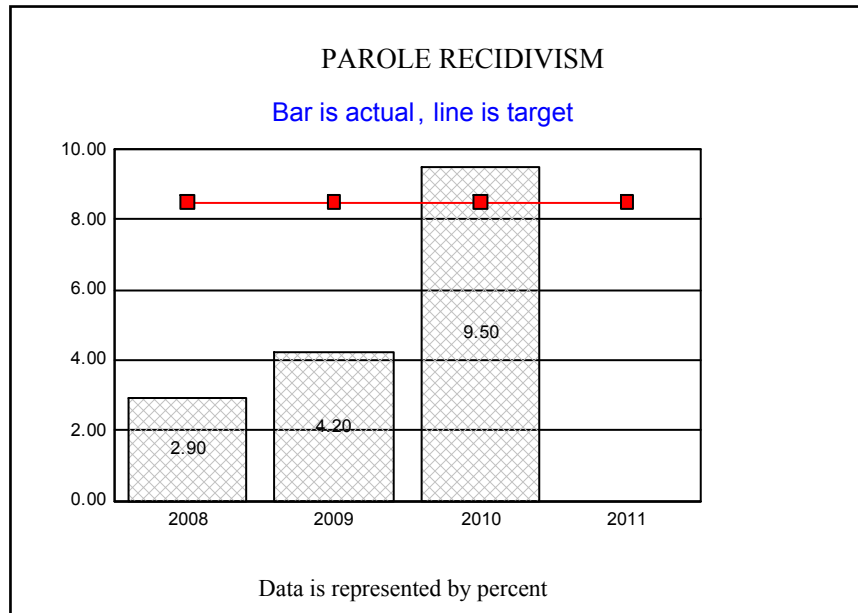
4. CHALLENGES

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.

5. RESOURCES AND EFFICIENCY

2009-11 planned improvements include: Continue efforts to inform and educate public safety partners on best practices including the supervision and sanctioning of offenders in the community. Incorporate research-based principles into conditions of supervision and release planning process 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. Rework agency website and printed materials to better meet needs of victims, offender families, offenders on supervision, local supervising authorities and others. Implement victim notification project with District Attorneys and Department of Justice. Continue 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 future replacement of the legacy Parole Board Management Information System (PB MIS), which would allow electronic records management of Board files in conjunction with the Department of Corrections and other Public Safety partners and to ensure full and ongoing compatibility of sharable information.

| | | |
|-----------------------|--|------|
| KPM #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) | 2002 |
| Goal | 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. Goal: Protect the public. | |
| Oregon Context | Oregon Benchmark #65 - Adult Recidivism | |
| Data Source | Department of Corrections Research and Evaluation Unit | |
| Owner | Jeremiah Stromberg (503) 945-0919 | |



1. OUR STRATEGY

Make sound parole release decisions for those offenders under the Board's release authority in keeping with the agency's mission and under 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 2003, following a baseline-establishment period. The desired direction is lower.

3. HOW WE ARE DOING

Recidivism for parolees is low. It is important to look not only at the percentage of those released who recidivate, but specifically at how many offenders were released under the Board's authority and how many return to prison on new felony convictions. For this reporting period, only four of the 42 offenders released from prison were convicted of a new felony resulting in either a prison or probation sentence within 3 years of release. All four convictions were for non-person crimes: drug offense, burglary, weapon possession, and failing to register.

4. HOW WE COMPARE

Comparison across years yields an inaccurate measurement of parole recidivism. As the number of offenders released to parole decreases each year, the re-conviction of even one offender can change the percentages by a significant amount. It is equally difficult to compare parole recidivism in Oregon to other States due to differences in sentencing structures, parole guidelines, and definitions of recidivism.

5. FACTORS AFFECTING RESULTS

The number of inmates eligible for release has decreased significantly over the the last decade as the number of inmates released to post-prison supervision increases. The Board only reports recidivism for the parole population as this is the group the Board has direct decision making authority to determine release. Given the small numbers, the re-conviction of only a few inmates can appear as large recidivism numbers and therefore must be viewed within the context of the releases for that reporting period.

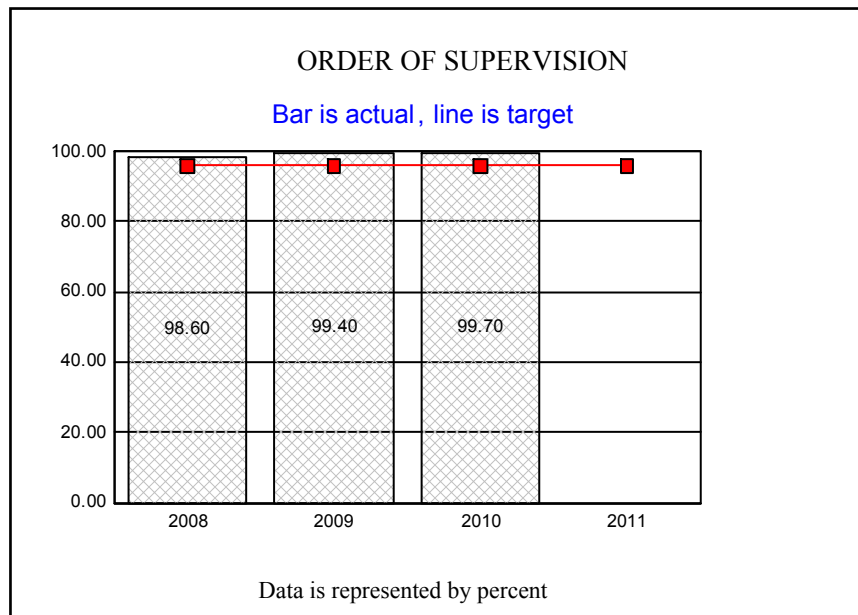
6. WHAT NEEDS TO BE DONE

Although the results are positive, the Board continues to review, change, and critique it's hearings practices to ensure compliance with the law and protection of the community. Changes need to be made as to how recidivism is reported within this report as the percentage model does not portray an accurate picture.

7. ABOUT THE DATA

The reporting period is the Oregon fiscal year 09-10 based on the inmate releases during fiscal year 06-07.

| | | |
|-----------------------|--|------|
| KPM #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. | 2003 |
| Goal | 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. Goal: Protect public safety. | |
| Oregon Context | Oregon Benchmark #65 - Adult Recidivism | |
| Data Source | Parole Board Management Information System (PBMIS) | |
| Owner | Jeremiah Stromberg (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. 2009-10 targets are based on an average of past performance (actual data). A trend higher is desirable.

3. HOW WE ARE DOING

Although the agency is meeting its goal, the Board is challenged at times to meet this measure. Staffing levels have not increased despite growing workloads for the Board's staff and its partners commensurate with the growth in the population of prison inmates 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 and has undergone significant staffing shifts among its 11 support staff in the 2009-11 biennium.

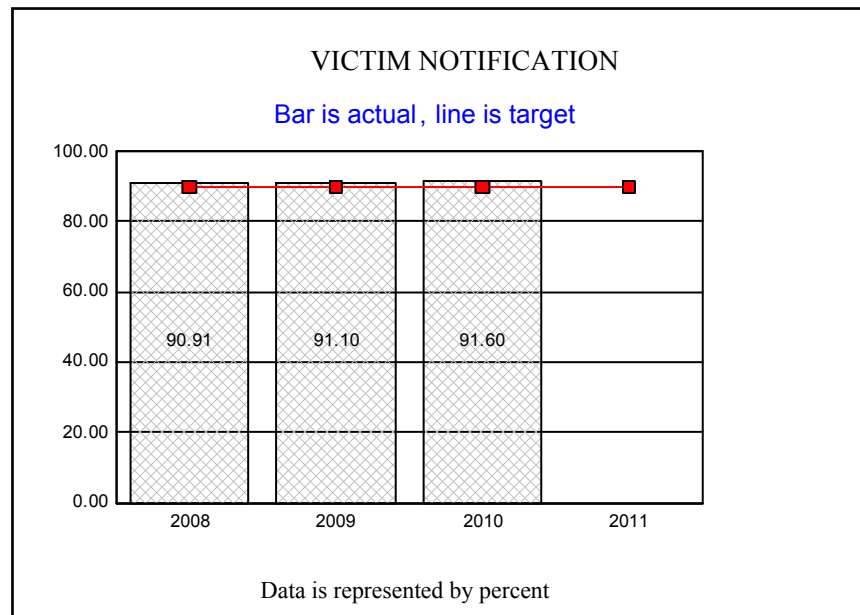
6. WHAT NEEDS TO BE DONE

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 fiscal year.

| | | |
|-----------------------|---|------|
| KPM #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. | 2002 |
| Goal | 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. Goal: Value Victim Interest | |
| Oregon Context | Oregon Benchmark #65 - Adult Recidivism | |
| Data Source | Parole Board Management Information System (PBMIS). | |
| Owner | Jeremiah Stromberg (503) 945-0919 | |



1. OUR STRATEGY

Foster information sharing among victim advocates and ensure timely responses to victims regarding upcoming parole hearings, inmate releases, or issues

pertaining to supervision.

2. ABOUT THE TARGETS

Targets are based on an average of past performance (actual data). A trend higher is desired.

3. HOW WE ARE DOING

The Board exceeded its target, trending slightly upward. As of December 2010, the Board had 6,191 total active registered victims, for whom the Board had correct mailing addresses on 5,659.

4. HOW WE COMPARE

No comparable data is available.

5. FACTORS AFFECTING RESULTS

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

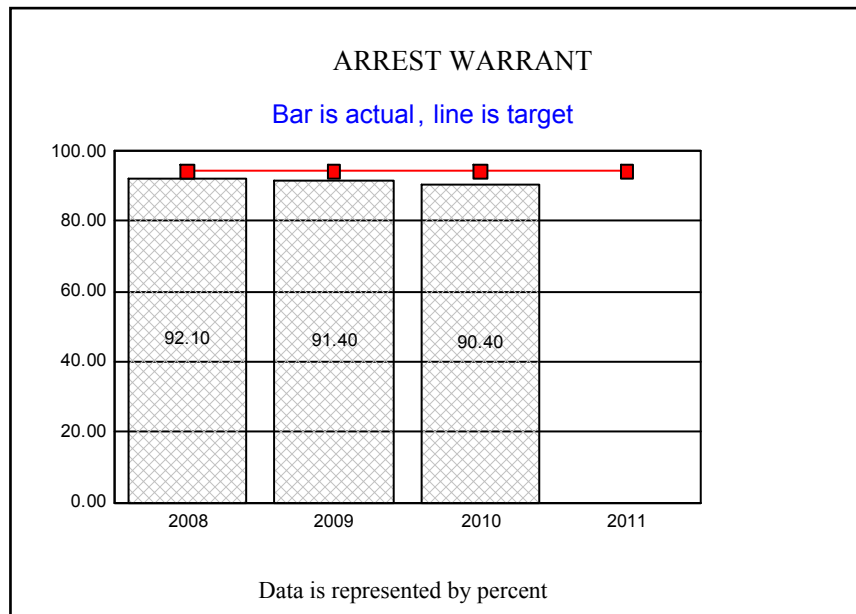
6. WHAT NEEDS TO BE DONE

The Board continues to reach out to victims, victim advocates, district attorney's and other stakeholders to increase communication and understanding as to victim's rights as they pertain to parole board hearings, inmate releases, and community supervision. It has been recognized that a one time outreach to all victims to ensure that the Board has the most updated contact information and that victims are aware of their rights needs to be done; however, coordination between the Board and partner agencies has been slowed due to position reductions, loss of funding, and competing priorities.

7. ABOUT THE DATA

The reporting cycle is the Oregon calendar year.

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|-----------------------|---|------|
| KPM #4 | ARREST WARRANT- Percentage of warrants received by the Board in which the warrant is issued within 5 days. | 2002 |
| Goal | ARREST WARRANT- Percentage of warrants received by the Board in which the warrant is issued within five days. Goal: Protect the Public. | |
| Oregon Context | Oregon Benchmark #65 - Adult Recidivism | |
| Data Source | Parole Board Management Information System (PBMIS). | |
| Owner | Jeremiah Stromberg (503) 945-0919 | |



1. OUR STRATEGY

Respond rapidly to the serious risk that some offenders on parole and post-prison supervision pose when out of compliance with the conditions of supervision.

2. ABOUT THE TARGETS

Target is based on an average of past performance (actual data). An upward trend is desired.

3. HOW WE ARE DOING

Over the last decade, this benchmark has steadily increased from 82% to 94%. Therefore, it is the goal of the Board to continue to improve the response time of issuing warrants as the warrant is an effective tool to assist law enforcement in the safe apprehension of an offender. The Board will continue to work towards issuing all warrants within 5 days while balancing the competing priorities Board members and staff face on a daily basis.

4. HOW WE COMPARE

No comparable data is available.

5. FACTORS AFFECTING RESULTS

The Board received 4,718 warrants during this reporting period and issued 4,267 of them within 5 days. This workload results in approximately 20 warrants arriving every business day. Given the staffing ratio of the Board (currently at the minimum of 3 board members) and reductions in agency staffing, the challenge to meet this benchmark is greatly increased. Outside factors such as incomplete warrant requests contributes to a lag in issuance. The Board will continue to strive for a greater response time during the next reporting period.

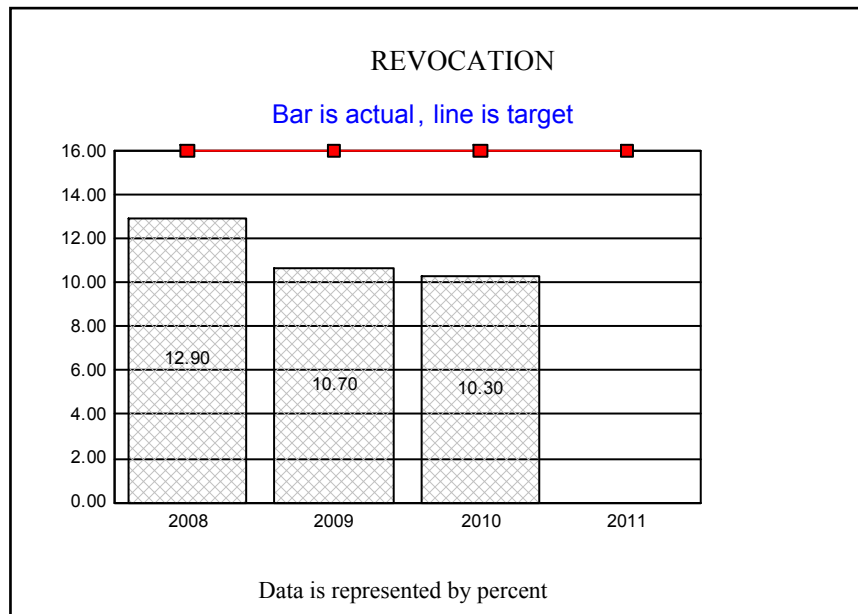
6. WHAT NEEDS TO BE DONE

Continue internal agency training, process adjustments and improvements. 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 fiscal year.

| | | |
|-----------------------|---|------|
| KPM #5 | REVOCATION- Percentage of revocations for offenders who violate their conditions of parole or post-prison supervision. | 2002 |
| Goal | REVOCATION - Percentage of revocations for offenders who violate their conditions of parole or post-prison supervision. Goal: Reduce the Risk of Repeat Criminal Behavior | |
| Oregon Context | Oregon Benchmark #65 - Adult Recidivism | |
| Data Source | Parole Board Management Information System (PBMIS). | |
| Owner | Jeremiah Stromberg (503) 945-0919 | |



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

The Board does not find the number of revocations as an accurate measure of success or failure. Revocation is a tool the Board has available to ensure accountability for violating the terms of supervision and for keeping the public safe by removing the offender from the community. An offender may be revoke during their supervision cycle and still complete supervision successfully.

3. HOW WE ARE DOING

N/A

4. HOW WE COMPARE

No comparable data is available. Nationally, revocation is defined different, with different results. Comparing Oregon data year to year would also yield an inaccurate trend as the number of offenders under the Board's authority increases each year, therefore direct year to year comparisons are difficult.

5. FACTORS AFFECTING RESULTS

N/A

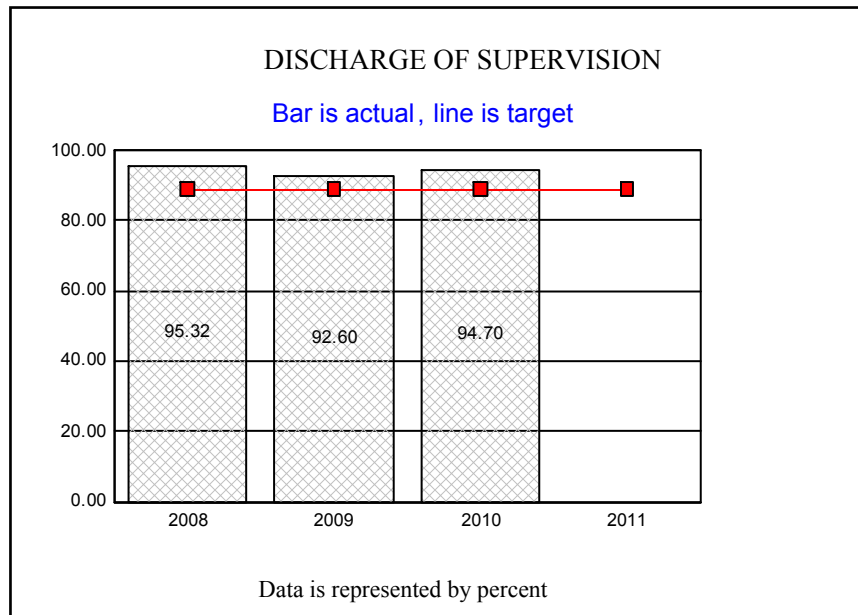
6. WHAT NEEDS TO BE DONE

N/A

7. ABOUT THE DATA

N/A

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| KPM #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. | 2002 |
| Goal | DISCHARGE OF SUPERVISION - Percentage of expiration (of post-prison supervision or parole) orders that have been completed and mailed within five days of an offender's discharge from parole or post-prison supervision. Goal: Reduce the Risk of Repeat Criminal Behavior. | |
| Oregon Context | Oregon Benchmark #65 - Adult Recidivism | |
| Data Source | Parole Board Management Information System (PBMIS). | |
| Owner | Jeremiah Stromberg (503) 945-0919 | |



1. OUR STRATEGY

The Board's strategy is to cross-train staff to cover this function during a period of increasing workloads with no additional resources.

2. ABOUT THE TARGETS

Targets are based on an average of past performance (actual data). Rising rates are 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, adjusts, and discharges an offenders status on supervision. Rising numbers of offenders on supervision result in increased workloads for Board staff, including an increase in the duties covered by this performance measure.

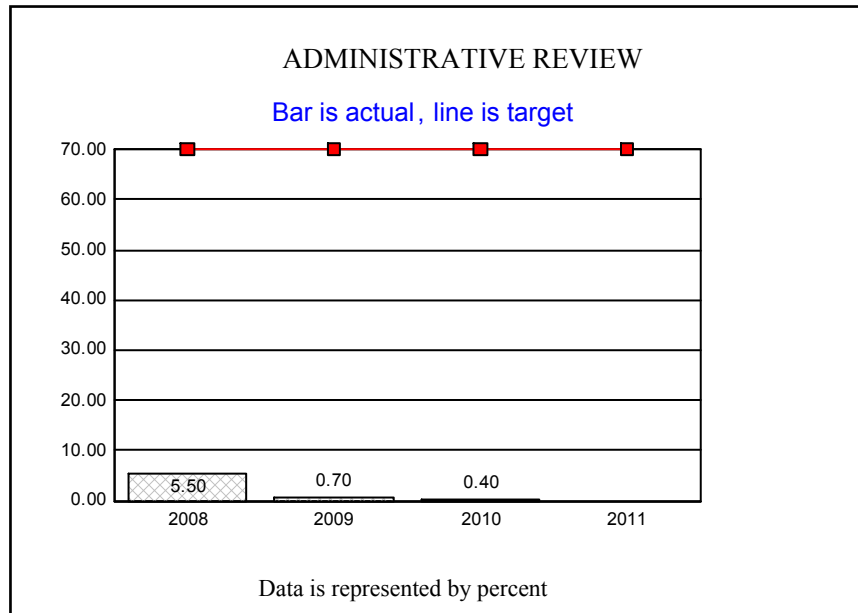
6. WHAT NEEDS TO BE DONE

Continue efforts to cross-train staff and to adapt personnel resources to perform all of the Board's statutorily required functions.

7. ABOUT THE DATA

The reporting cycle is the Oregon fiscal year.

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| KPM #7 | ADMINISTRATIVE REVIEW- Percentage of administrative review responses completed and mailed within 60 days of receipt of an inmate/offender administrative review request. | 2001 |
| Goal | ADMINISTRATIVE REVIEW - Percentage of administrative review responses completed and mailed within 60 days of receipt of an inmate/offender administrative review request. Goal: Ensure Legal Integrity | |
| Oregon Context | Oregon Benchmark #65 - Adult Recidivism | |
| Data Source | Parole Board Management Information System (PBMIS). | |
| Owner | Jeremiah Stromberg (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

Targets are based on an average of past performance (actual data). A rising trend is desired.

3. HOW WE ARE DOING

The Board is not meeting this measure, and is trending downward. Beginning January 2006, the Board was nearly two years behind in responding to administrative reviews. The backlog of administrative reviews currently stands at about 12 months and has remained at this level for the last 2 reporting periods.

4. HOW WE COMPARE

No comparable data is available.

5. FACTORS AFFECTING RESULTS

Significant workload demands on Board members and the loss of key support staff have eroded the Board's strides compared to prior bienniums. The loss of one FTE administrative support position as proposed in the 2011-13 Governor's Balanced Budget will result in a decrease of support for this benchmark. The Board recognizes the importance in maintaining legal integrity and accountability; however, other statutory requirements and competing priorities will continue to override the Board's ability to meet this benchmark.

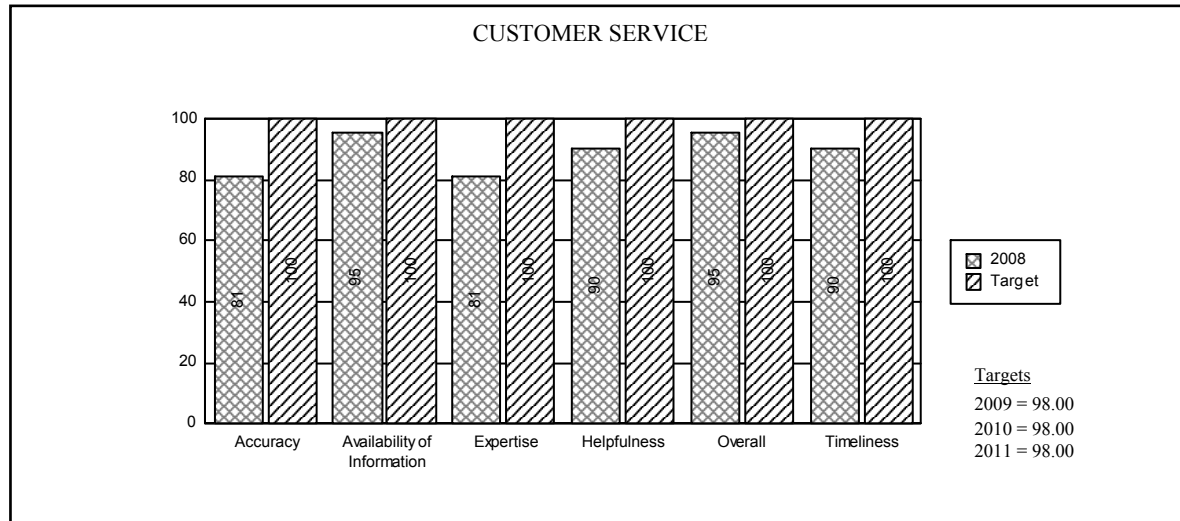
6. WHAT NEEDS TO BE DONE

Funding for the Administrative Specialist I position slated for cuts is essential in meeting this goal. The addition of a fourth board member would also allow more attention and focus to be placed on this benchmark. The Board will continue to divide work between the three members and will continue to look for ways to prioritize this activity with or without additional FTE.

7. ABOUT THE DATA

The reporting cycle is the Oregon fiscal year.

| | | |
|-----------------------|---|------|
| KPM #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. | 2005 |
| Goal | 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. Goal: Value Partnership with Stakeholders | |
| Oregon Context | Agency Mission and Oregon Benchmark #65 - Adult Recidivism | |
| Data Source | Agency Survey Results | |
| Owner | Jeremiah Stromberg (503) 945-0919 | |



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

This is a relatively new measure for the Board and its targets are based on 2005 survey results. A higher percentage is the desired result.

3. HOW WE ARE DOING

The Board did not conduct a survey during this reporting period.

4. HOW WE COMPARE

No comparable data is available.

5. FACTORS AFFECTING RESULTS

N/A

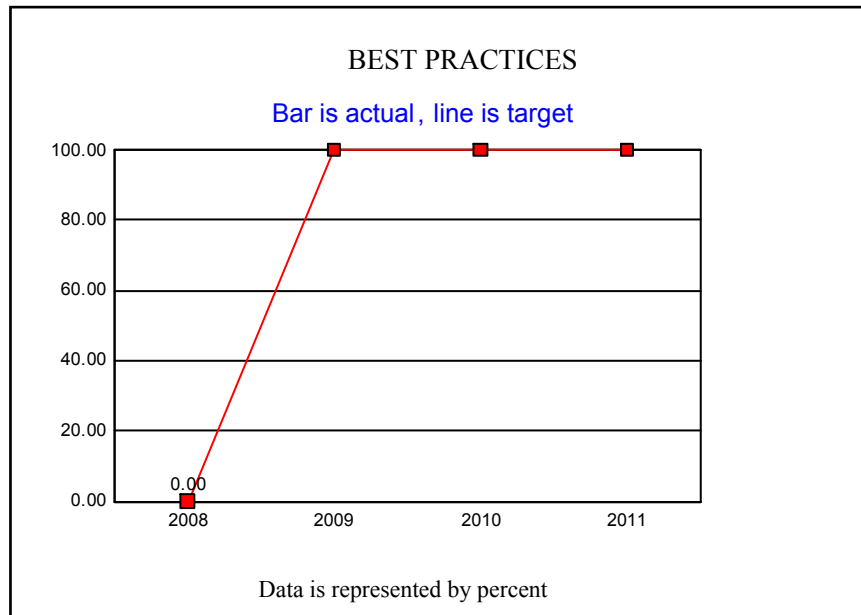
6. WHAT NEEDS TO BE DONE

Due to other workload priorities, a survey was not created nor provided to Board stakeholders. It is the Board's goal to implement a survey during the next reporting year.

7. ABOUT THE DATA

N/A

| | | |
|-----------------------|---|------|
| KPM #9 | BEST PRACTICES- Percent of total best practices met by the Board. | 2007 |
| Goal | | |
| Oregon Context | | |
| Data Source | | |
| Owner | Jeremiah Stromberg (503) 945-0919 | |



1. OUR STRATEGY

N/A

2. ABOUT THE TARGETS

N/A

3. HOW WE ARE DOING

N/A

4. HOW WE COMPARE

N/A

5. FACTORS AFFECTING RESULTS

N/A

6. WHAT NEEDS TO BE DONE

N/A

7. ABOUT THE DATA

N/A

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| 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.

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| Contact: Aaron Felton, Chairperson | Contact Phone: 503-945-9009 |
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| Alternate: Jeremiah Stromberg | Alternate Phone: 503-945-0919 |
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The following questions indicate how performance measures and data are used for management and accountability purposes.

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|--------------------------------|---|
| 1. INCLUSIVITY | <p>* Staff : Currently the Board is composed of 15 FTE: three Board Members, an Executive Director, and 11 support staff. All members and staff are directly involved in multiple Key Performance Measures.</p> <p>* Elected Officials: The Board works in cooperation with elected officials throughout Oregon government, including the Governor's Office, Legislators and their staffs, the Attorney General and his staff, and District Attorneys.</p> <p>* Stakeholders: The Board works in cooperation 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.</p> <p>* Citizens: The Board interacts regularly with crime victims, offender families, interested citizens and the media regarding agency activities related to Key Performance Measures.</p> |
| 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 weekly meetings, small group meetings, and one-on-one cross training. The Board has limited financial resources for outside training. |
| 4 COMMUNICATING RESULTS | <p>* Staff : Staff report and receive monthly statistical data on components of the Key Performance Measures.</p> <p>* 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</p> |

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.orgon.gov/boppps>.