



Oregon

Tina Kotek, Governor

Board of Parole and Post-Prison Supervision

1321 Tandem Ave. NE

Salem, OR 97301

(503) 945-0900

<http://egov.oregon.gov/BOPPPS>

Oregon Board of Parole Annual Agency IT Strategic Plan Progress Report

Executive Summary

Since the implementation of our strategic plan in December of 2022 the Board of Parole has made progress on several of our goals including the completion of phase one of our record Modernization initiative in February of 2025, and the purchase of two licenses to Microsoft Dynamics so early development work can begin on three of our key initiatives. We have also reframed our objectives for our Community Connections Portal when it became clear the initial initiative was not in the scope of our agency, and created a secure Community Correction portal for our partner agencies that we work with. We expect this to launch before the end of March 2025. A full list of our objectives follows this section.

Strategic Objectives

- **Record Modernization:** Since the funding of this objective in 2022 the Board has made significant progress on this objective and faced some setbacks in other facets. As of February 28th 2025 98% of the Boards paper files have been digitized and destroyed. However, the procurement of LaserFiche has faced several setbacks in the contracting process. There were multiple disagreements between DOJ, DAS, and SHI on the contract numbers that caused months in delays as well as staffing issues with DOJ and DAS. All told the contracting process took close to two years to completed from the time the contract was awarded to Ricoh to the time it was finally executed, signed, and sent to Ricoh by SHI. The project has kicked off fully though with the first meeting between Ricoh and the Board on 3/10/2025, and the servers being fully delivered by DCS on 3/3/2025. We have targeted the date of 6/31/2025 for our NTE to have the product installed on our Laserfiche servers. Our current risk for this project is now one of time. The elongated contracting process has left us with 4 months to deliver a solution before the end of the biennium.



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- **Data Informed Decisions:** Starting in August of 2022 the Oregon Board of Parole began researching ways that we would be able to track our own recidivism rate without placing an onerous burden on outside agencies (traditionally DOC and CJC). The use of these agencies was affecting the time it took for us obtain the numbers as our recidivism population is only a small subset of the population that we supervise and based on specific criteria. During the initial phases of the project, we worked closely with DOC and CJC to see what methods they had used in the past to narrow down our data sets for the KPM. What we found is that there were significant issues with the Hearings Decision Codes used in our database that made the parsing out of recidivism eligible individuals via automation not viable at this time. We also determined that neither us nor DOC held the full offense history in a way that allowed us to seamlessly see if an individual had recidivated. After these findings we found that at this time we will still need CJC's involvement to determine the recidivism percentage. However, we could still move forward with developing a way to accurately identify the data set that CJC would be calculating. We ended up setting two goals to meet before we count this objective as complete. Our short-term goal is to filter our recidivism eligible data set as much as possible via SQL and PowerBI; then have staff double check the data set for accuracy and send that to CJC to calculate the percentage. This specific objective has been accomplished. Our long-term goal is to correct the Hearing Decision Codes in our data base so we can rely on SQL and PowerBI to generate an accurate data set that can be seamlessly shared with CJC for recidivism calculation annually. In February of 2025 we released new decision codes to our data base that make the Board decision in recidivism eligible hearings clear and easily understood. While a full and accurate test of this data correction cannot be tested until the 2028 fiscal year we will be working on developing a dashboard at the end of 2025 using the new codes to determine if any changes need to be made to ensure they are reliable and clear. Our risk with this project is that until the final solution is tested and confirmed it's still reliant on staff interaction with old workflows to make sure our recidivism rate is accurately tracked and reported.
- **Community Corrections Portal:** As stated in the Executive Summary this objective initially called for a Community Connections Portal. After looking at the work involved with this it became clear that we didn't have the infrastructure in place to meet some of the objective, and other pieces of the objective were not within the purview of our agency. However, what we did find during the research process was that we were missing a critical need of our partner agencies in



Community Corrections. Currently the Board's community partners must monitor several avenues of communication with the Board to keep up on our latest, rules, directives, and forms. With this information considered we reworked the objective and put our resources into creating a secure Community Corrections portal that will allow for all of this information to be centralized and ensure that all counties have constant access to the most updated information from the Board of Parole. We began this effort mid-2024 and are set to launch the site to our partners before the end of March 2025. The identified risk for this project has been user engagement. If Community Corrections Users do not sign up for this site, then it will not be one that we can consider a success.

- **Sex Offender Notification Level (SONL) Modernization:** Over the course of the last year, we have been investigating the best way to translate all our data stored in Excel to SQL. It has been identified that several new data sets will need to be created within our Dynamics environment, then have the necessary information written back to DOC's data base. An identified risk to this objective is that we need DOC engagement for this project to be successful. If they are unable to engage them in this project it will significantly slow work on the solution. Work on this is slated to begin in July of 2025.
- **Partnership Success:** Work on this objective is not slated to be started until 7/1/2025. It requires other framework to be put into place within our Microsoft Dynamics environment that will not be started until 7/1/2025.
- **Efficient Expirations Orders:** Work on this objective is not slated to be started until 1/1/2026. It requires other framework to be put into place within our Microsoft Dynamics environment that will not be started until 7/1/2025

Metrics and Targets

- **Record Modernization:** We measured this objective initially in five different stages: Procurement, Contracting, the digitization of our paper files, The installation of LaserFiche, and the import of our files into the LaserFiche. One major trend that we noticed was that we did not anticipate the amount of time the procurement and contracting phase would take, which we will consider in future projects. We also split the final two stages into 6 separate Sprints to better track the progress on implementation and import.



- **Data Informed Decisions:** After research we concluded that the target for this would be total us generating a data set for CJC with little to no user interaction for data corrections. Our targets were: Identify what our data set was, build an MVP that would allow us to obtain the data set without relying on DOC until a final product has been implemented, find the ambiguous parts of our data that were stopping us from fully automating the data set, correct those data sets within our system, and then test our fixes in December of 2025
- **Community Corrections Portal:** Our target for this objective is a fully launched site that CC users who have set up MFA can access. Our targets are: Set-up a test site within our SharePoint, Set up an MFA Policy and agreement for CC users, Identify Access Coordinators within CC and have them go through our MFA policy and the M365 registration process, have the Access Coordinators test the security and layout of our site, finalize the initial content on our site, and finally launch the final site to the Access Coordinators who will send the MFA Policy and agreements to their users.
- **Sex Offender Notification Level (SONL) Modernization:** Work on the Dynamic web app has reached the point of testing the data sharing between BOPPPS and DOC. Due to DOC's EHR project the data sharing testing has been delayed to October 2025. This test is currently our only target for this project as SONL is highly dependent on external information resources this data sharing test is critical to the success of the project.
- **Partnership Success:** Delays in the SONL project have a direct impact on this work effort. SONL has been identified as the first module to be created as part of the modernization effort of PBMIS. SONL has been delayed by 7 months due to limited resources form external agency partners.
- **Efficient Expirations Orders:** Delays in the SONL project have a direct impact on this work effort. SONL has been delayed by 7 months due to limited resources form external agency partners.

Conclusion

Since the implementation of its strategic plan the Board of Parole has made significant progress. We recognize we still have more work ahead of us though and look forward to continuing to rise to the challenge of implementing the best solutions for our users and partners that we can. In addition, through the initial phases we have identified weaknesses in the project implementation process of us and our partner agencies that we are working to address in the near future. This will make it easier for us and future agency employees to implement upcoming



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modernizations in technologies that we rely on while still ensuring that security and a seamless user experience is at the forefront of our implementation plans.

Oregon Board of Parole and Post Prison Supervision

Information Technology Strategic Plan: 2022 - 2029

FOUNDATION

OUR MISSION

The Board of Parole supports a safe and just Oregon by supporting positive change in individuals while maintaining accountability.

OUR VISION

Through engagement of partners, development of compassionate policies, and respect for diversity, our strong and valued workforce strives for a better future for our state.

OUR CORE VALUES

Integrity - Making ethical, transparent, and well-intentioned decisions.

Teamwork - Each employee committed and working towards our shared mission and goals

Respect - Treating all people with dignity

Professionalism - Ensuring everyone who interacts with our agency received the same level of service

Public Service - Making sure all our decisions are in support of a safe and just Oregon

Adaptability - Working with our partners and the community to handle new situations in a manner that benefits all



STRATEGIC PRIORITIES

GOALS

1. Set the standard for parole boards in evidence informed decisions
2. Set the standard for parole boards in innovative tools
3. Set the standard for parole boards in effective operations
4. Improve Public understanding of our agency
5. Increase use of Data in driving our agency's actions

GUIDING PRINCIPLES

Focused IT Investments:

Management of IT investments (e.g. allocation of IT resources, funding of projects) will align with the strategic objectives and the governance process.

Modernize the Experience:

Running outdated applications causes many problems and challenges, and may not align with business goals. Modernization is focused on improving the employee and customer experience.

Innovation and Continuous Improvement:

The organization culture is a catalyst for continuous innovative change, and actively encourages exploration of technology innovation for business benefit.

Business Continuity and Reputation:

Business continuity is a responsibility of the business groups while IT disaster recovery is a shared responsibility among business and technical group, and IT outsourced vendor(s).

Quality Business Data:

Ensure sound data stewardship by providing a secure and accessible data environment.

ACTION PLAN

KEY INITIATIVES

Record Modernization:

The Oregon Board of Parole is undertaking an effort to eliminate paper records and transition to an Electronic Records Management System

Data Informed Decisions:

Modernize our data tracking methods to reduce dependency on hand counted data, and increase accuracy of our reported measures

Community Corrections Portal:

Create a hub site so our community partner agencies can access all communication and directives from the Board in one place

Efficient Expirations Orders:

Streamline BOP's workflows and business processes with automation to reduce the response time to expiration requests with greater accuracy.

Sex Offender Notification Level (SONL) Modernization:

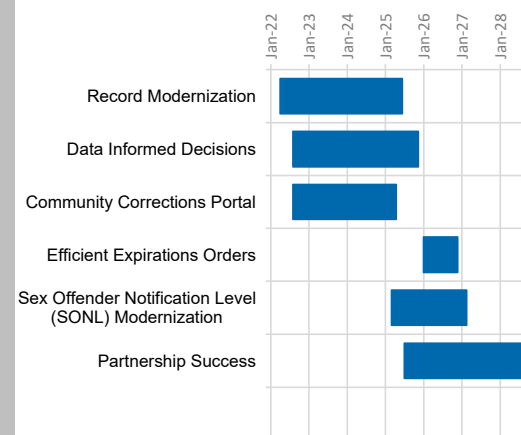
Modernize the data collection of SONL registrants' information to identify their level, ensure greater accuracy on initial leveling

Partnership Success:

Modernizing PBMS with Microsoft Dynamics will allow the Board to improve user interfaces, capture all Board workflow and processes.

ROADMAP

5-YEAR PLAN



PERFORMANCE

ALIGNED KEY INDICATORS

Customer Service:

60% decrease in working time with paper files; 10% redaction time decrease; hearing packet creation time decrease by 25%.

Parole Recidivism:

Tracking of release and revocation decisions keeping recidivism below 7.5% each biennium.

Customer Service:

Provide transparency targeting goal of 100% customer satisfaction by reducing user information search and registration times.

Discharge of Supervision:

Expirations are completed before the 5-day discharge period and raise percentages of expirations on time by 10%.

Customer Service:

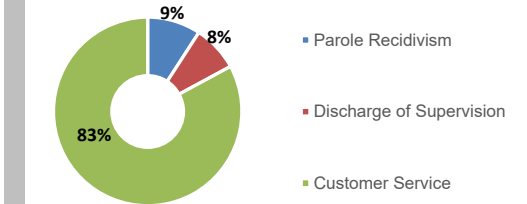
Decrease backlog of SONL registrants by an extra 10% each calendar year after implementation, and improve first level accuracy by 5%.

Customer Service:

Decrease preparation time of petitions/forms by 60%; public / partners time submitting forms by 50%; increase ADA compliance by 80%.

INVESTMENT PORTFOLIO

INVESTMENT LEVEL BY OBJECTIVE



COST PROJECTIONS

