Oregon
Tina Kotek, Governor

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# 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 completed several of our goals including the completion of our Record Modernization initiative in February of 2026, the modernization of our SONL Assessment process through LaserFiche Forms, and the full launch of our secure Community Correction portal. We did have to stop our effort to modernize our Parole Board Management Information System through Dynamics due to shifting business demands. These goals have been replaced with new goals that will continue to drive our agency forward. A full list of our objectives follows this section.

## Strategic Objectives

- **Record Modernization:** The Board was able to successfully completed this project in February of 2026. This implementation was very successful and we were able to accomplish all the goals we set out for our implementation phase. The goals achieved during this phase included, but were not limited to:
    - Import the records for over 51,000 offenders.
    - Utilize LaserFiche Workflow to automate the creation of new offender records through documents generated by the Department of Corrections Offender Information & Sentence Computation office
    - Utilize LaserFiche workflow to automate the routing of user imported documents to the correct offender folder based on user defined meta-data
    - Utilize LaserFiche workflow to merge over 10,000 duplicate offender files that were discovered in the Board's old record management system.
    - Automate the tracking of record expirations to dispose of files when their retention period has been reached.

- Utilize LaserFiche Forms to help automate 80% of the SONL Assessment process and improve SONL data tracking.

- **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. After identifying a workaround for the next three recidivism reports we undertook an effort to update the Hearing Decision Codes. This effort involved engaging the Board Vice Chair and Hearings specialist to review and replace the existing Hearing Decision Codes. In February of 2025 we released new decision codes to our database 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 are currently working on developing a dashboard using the new codes to determine if any changes need to be made to the codes and that 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:** In March 2025 the Board of Parole launched our secure Community Connections Portal. Last year the identified risk for completion of this project was user engagement. After launch the engagement from our partner counties was immediate and eager. So far users from 27 of Oregon's counties have registered for the site and they are continuously using it to access the most current Board of Parole forms and rules. Because of this successful engagement this initiative was marked as completed

- **Sex Offender Notification Level (SONL) Modernization:** In the last year we identified the risk to this initiative was the need for DOC's engagement so we could write our data back into DOC's data base. Due to this roadblock we decided to roll this initiative into our Record Modernization initiative and utilize the LaserFiche Forms product that has its own dedicated database. With this shift we were able to implement a process that encompassed most of the internal agency work that the SONL Assessment Specialists undertake when assessing offenders. These internal processes include:
    - Offender Intake
    - A single input source for all in-house assessment types
    - Automated filling out of Board generated forms for communication with the offender.
    - An automated process to record all objections to assessments
    - Automation of user data collection and tracking

  Due to this shift in our design philosophy we were able to mark this initiative as complete.

- **Partnership Success:** This objective was terminated due to budget reductions. Through conversations with management it was determined that our existing solution for the Parole Board Management Information System could continue to be used and expanded internally for the foreseeable future and still continue to meet and grow with user demands.

- **Efficient Expirations Orders:** Work on this objective is not slated to be started until other modules have been improved or built in the Parole Board Management information System. We are looking to review the current process in the final quarter of 2026.

## 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 us generating a data set for CJC with little to no user interaction for data corrections. Our targets are: 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. We are currently working on the testing phase.
- **Community Corrections Portal:** Our target for this objective was a fully launched site that CC users who have set up MFA can access. Our targets were: 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:** The targets set for this were changed due to the pivot from Dynamics to LaserFiche. Our new targets were to automate the filling out of Board forms used for communication with offenders, provide is single input source for all in-house assessments, and automation of user data collection.
- **Partnership Success:** This objective was terminated due to budget reductions. Through conversations with management it was determined that our existing solution for the Parole Board Management Information System could continue to be used and expanded internally for the foreseeable future and still continue to meet and grow with user demands.
- **Efficient Expirations Orders:** Work on this objective is not slated to be started until other modules have been improved or built in the Parole Board Management information System. We are looking to review the current process in the final quarter of 2026.

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# 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 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, the successful implementation of many of our objectives in that last year has taught us several lessons on being flexible and using resources that we already have available to fulfill objectives. These are lessons that we can lean on in the future when looking to expand or improve the resources available to our agency and our partners.