

INDETERMINATE SENTENCE REVIEW BOARD

Strategic Plan

2009-2011 Biennium

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Indeterminate Sentence Review Board Strategic Plan for the 2009-2011 Biennium

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Indeterminate Sentence Review Board

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Mission Statement:

The Indeterminate Sentence Review Board is an integral component of Washington's criminal justice system.

The mission of the Indeterminate Sentence Review Board is to make informed decisions relating to an offender's release or further incarceration by a thorough analysis of the offender's past and present behavior and risk to public safety.

This Indeterminate Sentence Review Board mission statement was adopted in December, 2005. It provides the base upon which the Fiscal Year 2009-2011 Strategic Plan was developed. However, we are open to revising our mission statement. We might do this, if we find a new statement would better support the work we are doing to carry out our plan.

Statutory Authority:

RCW 9.94A and 9.95 makes the Indeterminate Sentence Review Board (ISRB or Board) successor to the Board of Prison Terms and Paroles. The Board has jurisdiction over offenders who are sent to prison for crimes committed before July 1, 1984 and for certain sex offenders who commit sex or sexually motivated crimes on or after September 1, 2001.

Assessment of External Environment:

Background:

Between 1984 and 2001, the Board was slated to go out of business. This was due to passage of the 1981 Sentencing Reform Act, which made criminal sentences fall within determinate sentencing guidelines. However, in 2001, the legislature created a determinate-plus sentencing scheme. This adds certain sex offenders to ISRB authority. To enhance public safety, legislation directs the ISRB to balance risk to public safety and offender rehabilitation when making release and violation decisions.

Current Caseload:

PRE- SRA Offenders (aka: PRE)

Offenders who committed crimes prior to July 1, 1984 and went to prison are declining in number. The Board is statutorily mandated to determine the parole eligibility for these offenders.

The Board is also mandated to provide oversight of paroled offenders while they are under Department of Corrections' supervision in the community. If a parolee violates the conditions of parole, the Board may revoke parole. In such a case the offender returns to prison. The Board is further required to issue certificates of discharge. A parolee who has completed all sentence

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obligations, including payment of legal financial obligations, and served three continuous years on parole may receive a discharge.

There are now approximately **445** PRE inmates and **80** parolees. These numbers are slowly going down. There are times when a new PRE offender enters prison, due to an escape return or a DNA-solved cold case.

Determinate-plus Offenders (aka: CCB)

The number of offenders receiving determinate-plus sentences, which increased dramatically during the first two years, is still going up. These are Individuals convicted of certain sex offenses, committed on or after September 1, 2001. In these cases judges must set a minimum term of confinement based on the sentencing guidelines. However, the maximum length of the sentence is the statutory maximum for the crime of conviction. A Class A felony carries a maximum term of Life, a Class B felony has a 10 year maximum, and a Class C felony has a maximum of 5 years.

The ISRB must see CCB offenders prior to the expiration of the minimum term. In-prison release hearings are used to meet with the offender and gather information. After the hearing the Board makes a release decision. Specifically, they must determine whether or not the offender is *“more likely than not to commit future sex offenses if released with conditions.”*

The Board must set a new minimum term if the preponderance of evidence leads them to find that the offender **is more likely than not to commit another sex offense**. Up to 60 months may be added to the minimum term, The Board must then hold another hearing for the offender before the end of the new minimum term. Each time the Board finds an offender not releasable this process is repeated, until the offender's maximum term is reached.

Offenders who are found releasable are transferred to community custody. The Department of Corrections supervises offenders while they are in the community. The ISRB maintains authority for CCB offenders for the full maximum term. If a CCB offender violates any condition of community custody, the ISRB may revoke the offender. In such cases the offender returns to prison, and a new minimum term is set. There is no statutory way for CCB offenders to receive a final discharge.

There are approximately **1,265** CCB inmates and **90** CCB offenders on community custody. The number of CCB inmates and CCB offenders on community custody are both growing.

Summary of Current Caseload and Relationship to Workload:

The number of CCB cases is growing much faster than the number of PRE cases is falling. **The caseload of the ISRB is growing by an average of 15 offenders per month.**

The ISRB workload, however, is not directly tied to the number of cases. In-prison and violations hearings are the ISRB's major workload factors. The hearing process is the key to Board decision-making. This, in turn, is vital to the agency mission. ISRB staff support of hearings also furthers the mission. **The number of hearings is expected to increase by more than 10 percent in the coming year.**

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The agency is still gearing up to the caseload and workload demands of the 2001 legislation. The 2007-2009 Strategic Plan was published before we really understood the challenges we faced. The picture is much clearer now. The goals and strategies in the 2009-2011 Strategic Plan will show progress that has been made and the agency's roadmap for the future.

Stakeholder Status:

The work of the ISRB contributes to three High Priority Statewide Goals:

- *Improve the security of Washington's vulnerable children and adults.*
- *Improve the safety of people and property.*
- *Improve the ability of state government to achieve results efficiently and effectively.*

We can not do this alone. There are several key partners on whom we depend. There are also other parties that may sway what we do.

- The Department of Corrections (Department) houses our offenders when they are inmates. The Department supervises our offenders in the community. We also rely upon Department staff for a range of documents and information. In addition, we must be sure the Department knows what we need from them.
- Victims of crimes committed by our sex offenders have rights we need to take into account. Under our state Constitution, Article 1, Section 35, victims of crime have the right to be informed of hearing dates and decisions. They may be present and heard at any hearing where the offender is being considered for release. State legislation says the Board must give victims the chance to give oral, video, written, or in-person testimony to the Board.
- The Sentencing Guidelines Commission's Sex Offender Policy Council will allow us to gain information from a host of individuals who know about sex offender management. We will look to the Council for support of our efforts to use evidence-based practices (EBP) to improve release decision-making. As we, in turn, will be a source of data on our offenders.
- Offenders also have a stake in our work. Hearings must be conducted in accordance with statutory and/or Washington Administrative Code (WAC) timeframes. If not, an offender may be incarcerated past the release date. This could result in civil litigation costs. The board works with partners to address such issues.
- Citizens have high expectations of the agency of state government with direct responsibility for decisions related to the release or continued incarceration of certain violent offenders. They need to know the Board is making fully informed and timely decisions regarding the parole, release, and revocation of these offenders.

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Assessment of Internal Capacity:

The ISRB customer demands are increasing.

Between 20 and 30 newly sentenced CCB offenders enter prison monthly. Each new prison admission needs to have a case file set up. Some of the sentences have problems that need to be checked with the court. A number of these are re-sentenced and do not remain as CCB. Adding parole and CCB releases to the equation results in an **ISRB inmate grow** of about 15 per month – a 15 percent in FY 2008. As more new sex offenders enter prison, there is a **greater need to inform victims about ISRB processes**. When there are more inmates in prison, there is a **greater need to be in touch with Department of Corrections** about those inmates. As there are more offenders who are going to be released from prison, there is a **greater need to implement evidence-based practices that support effective offender re-entry**.

The number of ISRB **in-prison hearings is also growing**. The more in-prison hearings there are, the more interaction there is with victims and Department of Corrections. There are two main sources of growth.

- The first source of growth is in the number of 1st hearings for CCB inmates. During the 5 full years that CCB offenders have been coming to prison, 12 percent of them have had a 1st hearing within 29 months of admission. Of the other 88 percent, approximately 10 percent are expected to have their 1st hearing within the next year. The number of 1st hearing each year will continue to grow as the pool of inmates grows.
- Only 40 percent of CCB offenders are found releasable at their 1st hearing. The second source of growth of in-prison hearings is the number of **subsequent hearings**. There are already several offenders who have had four or more hearings. As more CCB offenders have their 1st hearing, we can anticipate even more offenders having subsequent hearings.

The final aspect of growing customer demand is the population of offenders being released and supervised in the community. Over 90 percent of CCB offenders will be on supervision for life. We will need to set well thought out, realistic conditions of supervision. We will also need to build working relationships with community groups that can help offenders meet conditions. There is great concern when offenders violate conditions of supervision. When offenders do break the rules governing supervision, Department of Corrections and ISRB staff both work on violation processing. **Growing numbers of offenders on supervision**, most of them being supervised very closely, means more work for staff.

The ISRB has been increasing the use of technology.

Within the last year, we started several technology enhancement initiatives. They are all designed to increase agency efficiency and effectiveness. In practice, however, staff shortages coupled with start-up issues have so far made it look like we are being less efficient.

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- The most ambitious technological enhancement has been the adoption of an **electronic file management system**. This means that instead of setting up and maintaining offender case files in hard-copy format, all documents are put into an electronic file system. In addition, existing hard-copy files are being converted to electronic format. All groups of staff doing case related work -- Correctional Records Technicians, Hearings Examiner and Investigators, Victim Liaison, and Board Members -- are learning new ways of handling documents. This takes time.
- Board Members and Correctional Records Technicians are also trying to find the best methods of using new **digital recording equipment**. They have mastered the basic operations of the equipment. They are still working on deciding which equipment works best in which hearing locations. They also need to learn the most efficient method for handing-off the recordings and getting necessary documents transcribed.
- Making **greater use of the ISRB website** is another area that required up-front investment. We conducted a survey of website users. We held an interagency advisory group meeting. We are contracting with Department of Information Services for a major website redesign. Staff is working on improving web page content. The planning and information technology staff has been doing this work. In order to maintain an up-to-date and lively website, we know we will need additional staff resources.

The ISRB is expanding services.

The ISRB increasingly needs to inform partners and stakeholders about our work.

- The Department of Corrections (DOC) has always been a partner in the incarceration and community supervision of ISRB cases. Statutory requirements associated with CCB offenders are different than what DOC is familiar with. In addition, the larger number of ISRB cases means more DOC staff needs to know what those requirements are. ISRB has offered a number of training sessions for DOC. More are in the planning stages.
- The ISRB is moving in the direction of routinely using current research to guide agency operations and decision-making. To do this, we need to broaden our knowledge base and adopt new practices. We will need to take a more active leadership role. As we move along this path, we should be:
 - Sharing assessment tools and case management and treatment plans with DOC.
 - Using a structured, evidence-based method of making release decisions.
 - Setting supervision conditions that are evidence-based.
 - Encouraging added community capacity to help offenders meet supervision conditions.

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- The victim community has a very different stake in ISRB work now than before there were CCB cases. Outreach and information needs are growing. We are also putting enhanced effort into accounting for the victim services we provide.
- The county courts are another ISRB stakeholder. The previously mentioned website update is one way we are expanding services to the courts.

The ISRB is using telecommuting to lessen geographical challenges.

The ISRB holds hearings in DOC facilities throughout the state. Supervision violation hearings are typically held in the county where the violation took place. For the time being, using an electronic file system and digital recording equipment, coupled with telecommuting, are ways we are dealing with our geographical challenges. We are constantly monitoring the numbers and locations of hearings. We need to have a firm assessment of need before we consider decentralizing or relocating.

The ISRB is responding to distribution of workload changes.

The overall work flow and processes of the ISRB have been in place for decades. Beginning with the admission to prison of CCB offenders in 2002, the distribution of workload has been constantly changing. It is unlikely it will be stable any time soon. The ISRB is taking a number of steps to understand and accommodate changes.

- A Workload Assessment Report was done approximately a year ago. This report lays out the ISRB work processes. It also contains information about the work process that takes up the most ISRB staff time, in-prison hearings. We used the results of that study to help us understand how much time was going into the four major phases of the in-prison hearing process. We were also able, by using hearing related performances measures, to pinpoint parts of the process that were not working well. In response, we have made temporary changes in work distribution. Because we now have electronic files, are using digital recording equipment, and have added employees to do this job, we know we need to repeat the in-prison hearings time study.
- We are currently doing a time study of two related work functions. The first is the work done on cases of offenders who are being processed for release from prison. The second is the work done on cases of offenders who are being supervised after release from prison. Again, we will combine time study data with performance measure information to assess areas for improvements.
- We have also done other, more informal, studies of time required for less time-intensive work functions. This information will help us make job assignments as new records staff is hired.

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Responding to increased customer demand and expanded services will undoubtedly necessitate the addition of more staff. This will be done with careful consideration of deployment of current resources. The ISRB is committed to using information gained by workload assessments, aided by monitoring key performance indicators, as the spring board for work process improvements.

*The ISRB is doing some **workforce restructuring**.*

At the end of Fiscal Year 2006, the ISRB had 8.5 employees. There was one supervisor for 7.3 staff. That person was the Chair of the Board. The 1.2 FTE Board Members are not included in the number of persons being supervised.

At the beginning Fiscal Year 2009, there will be 20.2 employees. Executive Director, Victim Services, Information Technology, Planning and Research, and Hearing Investigator positions were added in Fiscal Year 2007. In Fiscal Year 2008, 2 additional full time Board Members were added. Two more support positions will be added in July 2009.

The Chair now supervises the Executive Director, who in turn supervises 7 employees. One of those 7 is a lead-worker among the Correctional Records Technicians. One supervises the Information Technology staff. The 4.2 FTE Board Members are not included in the number of employees being supervised. The appointments of the current part-time Board Members will be up in Fiscal Year 2009. It is likely these positions will be converted to full-time.

*The ISRB expect **workforce changes linked to growing caseload and workload***

The **job functions and competencies** that have been core for ISRB work functions and processes over the last decades will continue to be essential into the future. The major ones are system knowledge, records management, analytical skills, and decision-making.

A limited number of new job functions have been added in the last several years. Most of these are agency support functions that had been deleted or bypassed during the declining days of the ISRB, prior to 2000.

It is very likely that new, or enhanced, competencies will be needed, due to evolving technology, increasing focus on evidence-based practices and sex offender policy, and the ISRB adoption of evidence-based practices. The major ones will be technological proficiency, integration of evidence-based practice into agency operations, and interagency coordination and outreach.

As previously noted, the ISRB has been, and expects to continue, **hiring** staff. Given necessary resources, the ISRB has no problem recruiting staff. Because the agency has had an excellent retention record, several of the current staff is nearing retirement. Hiring staff is

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seen as another way of making sure we can align staff skills, abilities, and knowledge with workload and work process demands.

The major factor affecting ISRB staff attitudes is change. New employees, more employees, new technology, and increased expectations on the agency have all contributed to change. Being sensitive to and intentional about change management is our key to dealing with change.

Most aspects of staff **deployment, development, and performance** are matters the ISRB can once again begin thinking about. Strategic Plan elements, performance measures, and agency policies are being developed. Our performance measure monitoring and workload assessments will set the stage for staff deployment. This will certainly be important as the ISRB considers how to meet the growth in violation hearings. New and enhanced job functions and competencies will shape staff development. Staff performance will, of course, be a key to fulfilling our mission. We anticipate being able to take advantage of a “supervisor level” in the agency. We look forward to setting expectation and building structures to allow effective personnel management.

ISRB CORE VALUES STATEMENT

The ISRB is committed to the public service of the citizens of the State of Washington. We Value:

Making fair decisions that are consistent with public safety, concerns of victims and the needs of the offender;

Open and honest communications with our partners within the Criminal Justice System, victims, offenders and offender family members;

Collaboration and involvement with our stakeholders in our decision making processes and practices;

Treating staff, offenders, victims and the public with respect and dignity;

Teamwork - ensuring staff's roles and responsibilities are clearly defined and their expertise is developed, utilized, and shared to fulfill the agency's operation;

The use of public resources in a responsible and efficient manner; and

Clear and sound policies which are articulated in the operation of the agency.

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Performance Analysis:

The ISRB activity during Fiscal Year 2007-2009 focused on four goals.

- Goal 1:** Utilize new technology to improve the capacity of the ISRB to make timely and well informed decisions related to criminal offender under our jurisdiction.
- Goal 2:** Improve the ability of the ISRB to assess and manage our workload.
- Goal 3:** Improve communication and relationships with partners and stakeholders, i.e., Department of Corrections, Office of Crime Victim Advocacy, victims, attorneys, offenders, media and citizens.
- Goal 4:** Improve agency compliance with rules and statutory requirements related to personnel, administrative procedures act, and rulemaking requirements.

We made substantial progress in a number of areas. We made progress, with room for improvement in others. We know we must continue to take actions to address the growth in caseload. This will require ongoing effort to identify efficiencies, provide accurate data related to our workload, keep stakeholders informed, and make sure our staff is prepared for the challenges we face.

- The ISRB made several technological improvements. First and foremost, we implemented an electronic file management system. The Indeterminate Sentence Image System (ISIS) now contains most of the CCB cases and many PRE cases. By the end of Fiscal Year 2008, the back log of files will be gone. All new cases files will be set up in ISIS. Standardized electronic forms are being used as well. The Board is now digitally recording hearings. Both electronic signature capability and SharePoint document sharing are also being used now. The work processes associated with new technology are continuing to evolve. **The remaining gaps of finding best-practices and increasing staff proficiency will be seen in Fiscal Year 2009-2011 goals.**
- The ISRB used a number of methods to assess workload. A through analysis of ISRB workflow was done. This was followed by a time-study of the most work intensive process – prison in-person hearings. Before the end of Fiscal Year 2008 we will also have time-study results for work done for offenders in the community. The ISRB has set up electronic systems to monitor aspects of hearing processes. Three of the Agency’s key performance measures were used to follow the prison in-person hearing process. The measures connected to decreasing the time between hearing and Board publication of the decision showed worse performance than in prior fiscal years. Workload back ups, due to staff shortages, and adoption of new processes, due to ISIS implementation, contributed to extended times. The measure related to the number of continued hearings,

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likewise, did not move in the desired direction. We did, however, see a shift in the reasons for continued hearings. Because the overall number of hearings has increased, the impact of having to continue hearings is being felt by the Department as well as the ISRB. **Efforts to close the gap between actual and expected hearing process measures will be seen in Fiscal Year 2009-2011 goals.**

- The ISRB found a variety of ways to improve communication about the agency and what we do. The Chair met at least semi-monthly with the Department's Deputy Director for Prisons. The Chair made presentations at a number of conferences and work sessions where participants included defense attorneys, prosecutors, victim advocates and legislative staff. Our agency's Victim Advisory Council met quarterly. We used a survey of our website users to begin a major revision of our website. ISRB staff talked about CCB offenders being supervised in the community at several presentations. The ISRB developed and presented training to Department prison staff about the in-person hearing process. Even with all of the growing we have done, there are many entities and individuals who are not fully enough aware of ISRB activities. **It is an ongoing goal to find new, more, or better ways to inform and educate our partners and stakeholders,**
- A lot of staff and Board time during the Fiscal Year 2007-2009 Biennium went into firming up the agency infrastructure. When the executive secretary left the agency in 2000, the Board Chairperson assumed the administrative duties of the agency. With the addition of an executive director and two other support staff position in July 2006, agency administration received concentrated attention. The ISRB has moved forward by adding additional staff, updating computer hardware, software, policies, and procedures, revising out-of-date administrative policies, and writing new rules. As ISRB caseload, staff balance, and stakeholder collaboration increase, there will be more to do. **It is an ongoing goal to administer the Agency as well as we can.**

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Strategic Plan for 2009-2011 Biennium:

Goal A: Continue assessment of workload and work processes to promote timely and well informed decisions.

Objective 1: Increase timeliness of the publication of prison hearing decisions.

- Strategies:
- a. Get the panel recommendation to records staff within one week of the hearing.
 - b. Get the transcribe draft decision back to the full board within two weeks of receiving the panel recommendation.
 - c. Get full board final decision within two weeks of receiving the draft.
 - d. Finish decision processing within one week of receiving the final decision.

PERFORMANCE MEASURES

ACTIONS	September 2008	December 2008	March 2009	June 2009	June 2010	June 2011
Monitor the time between hearings and publishing of decision = processing time.	Average processing time for decisions published in the quarter.	Average processing time for decisions published in the quarter.	Average processing time for decisions published in the quarter.	Average processing time for decisions published in the quarter.	Average processing time, by quarter, for decisions published in the year.	Average processing time, by quarter, for decisions published in the year.
Monitor the distribution of processing times.	The percent of decisions published in the quarter with processing times of less than 30 days.	The percent of decisions published in the quarter with processing times of less than 30 days.	The percent of decisions published in the quarter with processing times of less than 30 days.	The percent of decisions published in the quarter with processing times of less than 30 days.	The percent of decisions, by quarter, with processing times of less than 30 days published in the year.	The percent of decisions, by quarter, with processing times of less than 30 days published in the year.
Assess the time spent on each phase of the process. Note: Relation to Goal C.	Report on the performance of each phase of the process and look for process improvements.	Report on the performance of each phase of the process and look for process improvements	Report on the performance of each phase of the process and look for process improvements	Report on the performance of each phase of the process and look for process improvements	Report on the performance of each phase of the process and look for process improvements	Report on the performance of each phase of the process and look for process improvements

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Objective 2: [Reduce the number of continued prison hearings.](#)

- Strategies:
- a. Staff and board members work together to anticipate problems prior to the hearing.
 - b. Staff documents the time offenders have spent on hearing packet review.
 - c. Allow CCB offenders nearing SOTP completion to sign a waiver, to postpone the hearing until finishing treatment.
 - d. Work with DOC to resolve issues that contribute to continuances or hearing reschedules.

PERFORMANCE MEASURES

ACTIONS	September 2008	December 2008	March 2009	June 2009	June 2010	June 2011
Monitor the number of scheduled hearings.	Number of scheduled and number of completed hearings.	Number of scheduled and number of completed hearings.	Number of scheduled and number of completed hearings.	Number of scheduled and number of completed hearings.	Number of scheduled and number of completed hearings.	Number of scheduled and number of completed hearings.
Monitor the number and reasons for continuing hearing during a scheduled hearing.	Number of hearings continued during a hearing and the reasons for continuances.	Number of hearings continued during a hearing and the reasons for continuances.	Number of hearings continued during a hearing and the reasons for continuances.	Number of hearings continued during a hearing and the reasons for continuances.	Number of continued hearings and reasons, by quarter, for hearing held in the year.	Number of continued hearings and reasons, by quarter, for hearing held in the year.
Monitor the number and reasons for rescheduled hearings prior to the scheduled hearing date.	Number of hearings rescheduled before the day of the hearing and the reasons for rescheduling.	Number of hearings rescheduled before the day of the hearing and the reasons for rescheduling.	Number of hearings rescheduled before the day of the hearing and the reasons for rescheduling.	Number of hearings rescheduled before the day of the hearing and the reasons for rescheduling.	Number of hearings rescheduled before the day of the hearing and the reasons for rescheduling, by quarter, for the year.	Number of hearings rescheduled before the day of the hearing and the reasons for rescheduling, by quarter, for the year.
Monitor the number of CCB offenders signing SOTP hearing waivers.	The number of SOTP waivers signed by CCB offenders.	The number of SOTP waivers signed by CCB offenders.	The number of SOTP waivers signed by CCB offenders.	The number of SOTP waivers signed by CCB offenders.	The number of SOTP waivers signed by CCB offenders, by quarter, for the year.	The number of SOTP waivers signed by CCB offenders, by quarter, for the year.

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Objective 3: Reduce the time between release decisions being published and actual release.

- Strategies:
- a. Apply the principles of “best practices” when setting release conditions.
 - b. Work with DOC to make sure we understand their guidelines and due dates for processing release plans.
 - c. Work with community stakeholders to understand their policies and practices related to releasing offenders and to make sure we have a mutual understanding of release processes, our expectations for offenders, and resources they can provide.
 - d. Continue routine check on cases waiting for Board Approved Plans.
 - e. Increase the information we provide to partners and stakeholders about the impacts of keeping offenders beyond earliest possible release dates (ERD).

PERFORMANCE MEASURES

ACTIONS	September 2008	December 2008	March 2009	June 2009	June 2010	June 2011
Monitor the time between the release decision being published and the actual release = time to release.	Average time to release for offenders released during the quarter.	Average time to release for offenders released during the quarter.	Average time to release for offenders released during the quarter.	Average time to release for offenders released during the quarter.	Average time to release for offenders released, by quarter, during the year.	Average time to release for offenders released, by quarter, during the year.
Monitor the number of offenders held beyond their ERD and the reasons for them being held.	Number of offenders with published release decisions held past their ERD and the reasons they are being held.	Number of offenders with published release decisions held past their ERD and the reasons they are being held.	Number of offenders with published release decisions held past their ERD and the reasons they are being held.	Number of offenders with published release decisions held past their ERD and the reasons they are being held.	Number of offenders with published release decisions held past their ERD and the reasons they are being held.	Number of offenders with published release decisions held past their ERD and the reasons they are being held.

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Establish and use Guidelines for setting release conditions.		Research on conditions that are currently set for released offenders.	Research and consultation related to evidence-based practices for setting release conditions.	Draft guidelines for setting release conditions, to be included in Release Decision-Making Model –see Goal C.	Implement guidelines. Monitor effectiveness and revise as necessary.	Monitor guideline effectiveness and revise as necessary.
Assess the steps in the release process. Note: relation to Goal A.	Report on the performance of each phase of the release process and look for process improvements.	Report on the performance of each phase of the release process and look for process improvements.	Report on the performance of each phase of the release process and look for process improvements.	Report on the performance of each phase of the release process and look for process improvements.	Report on the performance of each phase of the release process and look for process improvements.	Report on the performance of each phase of the release process and look for process improvements.

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Objective 4: Increase information about offender's post-prison behavior.

- Strategies:
- a. Continue doing Six-Month Reviews for offenders on supervision.
 - b. Process supervision violations in an effective and efficient manner.

PERFORMANCE MEASURES

ACTIONS	September 2008	December 2008	March 2009	June 2009	June 2010	June 2011
Monitor the adherence to conditions of offenders on supervision.	Number of six-month reviews done during the quarter.	Number of six-month reviews done during the quarter.	Number of six-month reviews done during the quarter.	Number of six-month reviews done during the quarter.	Number of six-month reviews done, by quarter, during the year.	Number of six-month reviews done, by quarter, during the year.
Monitor the number of community supervision violations and how the board responds to them.	Number of offenders with violations during the quarter and number with: stipulated agreements; changes in conditions; reinstatements to supervision; revocations.	Number of offenders with violations during the quarter and number with: stipulated agreements; changes in conditions; reinstatements to supervision; revocations.	Number of offenders with violations during the quarter and number with: stipulated agreements; changes in conditions; reinstatements to supervision; revocations.	Number of offenders with violations during the quarter and number with: stipulated agreements; changes in conditions; reinstatements to supervision; revocations.	Number, by quarter for the year, of offenders with: violations-stipulated agreements - changes in conditions-reinstatements to supervision-revocations	Number, by quarter for the year, of offenders with: violations-stipulated agreements - changes in conditions-reinstatements to supervision-revocations
Assess the steps in the violation process. Note: relation to Goal C.	Report on the performance of each phase of the violation process and look for improvements.		Implement process improvements.		Evaluate the improvements made in the previous year and make changes.	Evaluate the improvements made in the previous year and make changes.

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Goal B: Enhanced communication and relations with partners and stakeholders.

Objective 1: [Increase the availability of information on the agency website.](#)

- Strategies:
- a. Post Board Meeting Minutes to agency website.
 - b. Create and add Public Disclosure Request Form/Release to agency website.
 - c. Create and add Attorney Contract/Payment forms to agency website.
 - d. Create and add links to other sites related to the Board's work.

PERFORMANCE MEASURES

ACTIONS	September 2008	December 2008	March 2009	June 2009	June 2010	June 2011
Set up a regular schedule for posting board meeting minutes to the agency website.	Minutes posted according to schedule. Use Web Trends counts to monitor use.	Minutes posted according to schedule. Use Web Trends counts to monitor use.	Minutes posted according to schedule. Use Web Trends counts to monitor use.	Minutes posted according to schedule. Use Web Trends counts to monitor use.	Minutes posted according to schedule. Use Web Trends counts to monitor use.	Minutes posted according to schedule. Use Web Trends counts to monitor use.
Prepare an initial Public Disclosure Request form and post it on the agency website.	Post Public Disclosure Request Form(s) and use Web Trends counts to monitor use.		Evaluate the use of the posted form(s) and revise them if necessary.		Evaluate the use of the posted form(s) and revise them if necessary.	Evaluate the use of the posted form(s) and revise them if necessary.
Prepare an initial Attorney Contract Form -- an attachment to the Policy - and post it on the agency website.	Attorney Contract Policy and Forms approved by the Board. Use Web Trends counts to monitor use.	Attorney Contract Policy and Forms posted to the agency website.		Evaluate the use of the posted forms and revise them if necessary.	Evaluate the use of the posted forms and revise them if necessary.	Evaluate the use of the posted forms and revise them if necessary.

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<p>Assess the use of the agency website, make improvements as possible, and gather information to guide an ISRB-Communications specialist.</p>	<p>Monitor Web Trends counts, including the number and types of links available on the agency website.</p>	<p>Web Trends counts, including the number and types of links added during the quarter.</p>	<p>Web Trends counts, including the number and types of links added during the quarter. Conduct a web-user survey.</p>	<p>Use Web Trends counts and web-user survey results to draft a position description for a communications consultant. Set expectations for the coming year.</p>	<p>Evaluate the work of the communications specialist and set expectations for the coming year.</p>	<p>Evaluate the work of the communications specialist and set expectations for the coming year.</p>
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Objective 2: Increase the knowledge of partners and stakeholders about the rules, procedures and activities of the ISRB.

- Strategies:
- a. Complete CCB Rules (WAC) and post on website along with PRE Rules (WAC).
 - b. Complete Victim Rules (WAC) and post on website.
 - c. Work with DOC to develop curriculum to provide ongoing quarterly training in facilities and in the field.
 - d. Coordinate with stakeholder organizations to take advantage of opportunities for making public presentations.

PERFORMANCE MEASURES\

ACTIONS	September 2008	December 2008	March 2009	June 2009	June 2010	June 2011
Carry out the necessary steps to get ISRB Rules (WAC) published, posted on the website, and publicized.	Submit CCB WAC and Victim WAC to the Code Reviser's Office.	Hold meetings or otherwise facilitate the public review of the draft WAC.	Post the CCB, PRE, and Victim WAC to the agency website	Incorporate information about the ISRB Rules into training and public speaking formats.	Revise ISRB Rules, as required by legislative changes: publish, post, and publicize.	Revise ISRB Rules, as required by legislative changes: publish, post, and publicize.
Provide training to enable DOC staff to understand our processes and better support our work.	Coordinate with DOC performance unit to revise and update curriculum used for FY08 training and seminars.	Deliver region training and obtain feedback	Continue training – use feedback to make changes as necessary and add power point to agency website.	All outreach training completed for Fiscal Year 2009 Set expectations for communications specialist.	Enhanced training provided according to schedule.	Enhanced training provided according to schedule.
Provide briefings or programs to community agencies and organizations.	Establish a library of presentations for public audiences.	Establish a log of presentations made and presenter. Use presentation guidelines.	Establish a list of entities that might be interested in a presentation. Start market plan	Assess value of presentations made and refine market plan. Set expectations for communications specialist.	Ongoing presentations.	Ongoing presentations.

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Objective 3: Increase opportunities for dialogue with major partners to reduce conflicting policies and procedures, make efficient use of state resources, and ensure memoranda of understanding are implemented as intended.

- Strategies:
- a. Hold routine policy and issue discussion meetings between ISRB and DOC leadership.
 - b. Establish mechanisms for maintaining routine contact with DOC operations staff.
 - c. Establish an agreed upon working relationship with the Sex Offender Policy Board.

PERFORMANCE MEASURES

ACTIONS	September 2008	December 2008	March 2009	June 2009	June 2010	June 2011
Maintain ongoing communication with DOC leadership.	Leadership meetings between Board Chair and DOC senior staff.	Leadership meetings between Board Chair and DOC senior staff.	Leadership meetings between Board Chair and DOC senior staff.	Leadership meetings between Board Chair and DOC senior staff.	Leadership meetings between Board Chair and DOC senior staff.	Leadership meetings between Board Chair and DOC senior staff.
Work to structure partner communication and interaction, and assign duties to an ISRB-Communications specialist position.	Create a list of DOC operational partners -- Prison Liaison; SOTP, ESRC, MRP/Classification staff; others	Draft a schedule of and log contacts, be they briefing notes to DOC staff, attendance of Board Meetings by DOC staff, or other.	Maintain contact according to schedule.	Set communications specialist expectations for the coming year. Maintain scheduled contacts.	Evaluate the work of the communications specialist and set expectations for the coming year. Maintain scheduled contacts.	Evaluate the work of the communications specialist and set expectations for the coming year. Maintain scheduled contacts.
Work with the for Sex Offender Policy Board.	Obtain information from the SGC about the structure of the Sex Offender Policy Board.	Establish liaison with the Sex Offender Policy Board.	Draft plan related to work with the Sex Offender Policy Board.	TBD	TBD	TBD

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Objective 4: Increase outreach efforts to victims and victim stakeholder groups.

- Strategies:
- a. Set-up files for each victim(s) of cases under Board jurisdiction.
 - b. Provide services to victims, as they have cases set up, as hearings are held, and as decisions are made.
 - c. Use suggestions from victim services recipients for improving notification and assistance.
 - d. Use a variety of methods to provide victim relations and outreach

PERFORMANCE MEASURES

ACTIONS	September 2008	December 2008	March 2009	June 2009	June 2010	June 2011
Track the number of new victim files set up.	Number of new victim cases added during the quarter.	Number of new victim cases added during the quarter.	Number of new victim cases added during the quarter.	Number of new victim cases added during the quarter.	Number of new victim cases added per quarter during the year.	Number of new victim cases added per quarter during the year.
Track data related to victim contacts.	For the quarter: Number of letters. Number of notifications. Number of decisions mailed.	For the quarter: Number of letters. Number of notifications. Number of decisions.	For the quarter: Number of letters. Number of notifications. Number of decisions.	For the quarter: Number of letters. Number of notifications. Number of decisions.	Number per quarter during the year of letters, notifications, and decisions.	Number per quarter during the year of: letters, notifications, and decisions.
Develop and distribute victim services survey. Respond to results.			Develop and post survey	Analyze/report results. Make recommendations	Implement recommendations from victim services survey.	Conduct victim services survey, analyze results, and make recommendations.
Develop and implement a Victim Services Communications Plan.	Develop new and improved victim web pages	Victim Newsletter produced, distributed, and posted on the agency web site.	Collected ideas, suggestions, and models for a victim services communications plan.	Set communications specialist expectations for the coming year.	Evaluate the work of the communications specialist and set expectations for the coming year.	Evaluate the work of the communications consultant and set expectations for the coming year.

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Goal C: Enhanced the capacity to engage in evidence-based decision-making.

Objective 1: Increase efforts to learn about and adopt evidence-based practices.

- Strategies:
- a. Give Board Members opportunities to acquire knowledge, skills, and abilities related to evidence-based practices.
 - b. Build on the agency's performance measurement system to provide information about evidence used for release decisions.
 - c. Improve the ability to share DOC assessment tools, offender plans, and other systems and information for effective offender re-entry.

PERFORMANCE MEASURES

ACTIONS	September 2008	December 2008	March 2009	June 2009	June 2010	June 2011
Provide training, seminars, workshops, or conferences for Board Members.	Evidence-based practice (EBP) section agency library. Develop KSA evaluation sheet for Board Members.	Number of EBP events attended by Board Members. Summary of KSA enhancements.	Number of EBP events attended by Board Members. Summary of KSA enhancements.	Number of EBP events attended by Board Members. Summary of KSA enhancements.	Number of EBP events attended by Board Members. Summary of KSA enhancements.	Number of EBP events attended by Board Members. Summary of KSA enhancements.
Develop and implement a set of measures for EBP.		Consultation and research done to establish a draft set of EBP measures.	Data sources, reliability, and feasibility investigated and final EBP measures set.	Routine reporting of measures. Measures refined as necessary.	Routine reporting of measures. Measures refined as necessary.	Routine reporting of measures. Measures refined as necessary.
Work with DOC to establish mechanisms to more fully integrate release decision-making into the re-entry process.	Obtain information about DOC's new risk and needs system.	Obtain information about DOC's re-entry system.	Document current processes and draft a Release Decision-Making Model that fully integrates Board functions in an EBP re-entry.	Established interagency, multiple-disciplinary workgroup to make a final plan and oversee implementation Set expectations for staffing.	Routine reports from the workgroup.	Routine reports from the workgroup.

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Goal D: Assure the capacity, efficiency and safety of our workforce.

Objective 1: Maintain agency hardware and software, consistent with DOC and Department of Information Services (DIS) standards.

- Strategies:
- a. Keep agency equipment up-to-date, secure and functional.
 - b. Keep Information Technology (IT) staff current on standards, emerging technologies, and trends.
 - c. Keep all staff informed of IT standards.

PERFORMANCE MEASURES

ACTIONS	September 2008	December 2008	March 2009	June 2009	June 2010	June 2011
Work with DIS and DOC to have the most up to date hardware and software.	Update Office suite software and implement PC and notebook computer lease agreement with DIS.		Implement printer lease agreement. IT security audit completed.	Assess needs for additional or new hardware and software for budget preparation.	Assess needs for additional or new hardware and software for budget preparation.	Assess needs for additional or new hardware and software for budget preparation.
Work with DIS to make sure staff and equipment meet all standards.	IT Portfolio updated and submitted to DIS.	IT department participate in formal training specific to agency technology		IT department participate in formal training specific to agency technology	IT Portfolio updated and submitted to DIS.	IT Portfolio updated and submitted to DIS.
Provide necessary guidance to staff and board members so they use software and hardware appropriately.		Annual IT security training completed by all staff.	IT policies and procedures updated and available to staff.	Assess staff skills and make suggestions about useful training.	All staff complete annual IT security training. IT policies and procedures updated and available.	All staff complete annual IT security training. IT policies and procedures updated and available.

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Objective 2: Increase staff effective use of technology.

- Strategies:
- a. Give staff training on how to improve operations of the technology now in use.
 - b. Give staff information on ways to use technology to do their job(s) more easily and effectively.

PERFORMANCE MEASURES

ACTIONS	September 2008	December 2008	March 2009	June 2009	June 2010	June 2011
Provide formal training to help staff understand and use their software and hardware or as planned in individual EDPP. Note: relation to Goal A.	Number of staff who have taken formal training and the topics they have been trained on.	Number of staff who have completed basic MS Office 2007 training. Number of staff who have taken formal training and the topics they have been trained on.	Number of staff who have taken formal training and the topics they have been trained on.	Number of staff who have taken formal training and the topics they have been trained on.	Number of staff who have taken formal training and the topics they have been trained on.	Number of staff who have taken formal training and the topics they have been trained on.
Provide ways that staff can obtain on-the-job training they feel will benefit them.		Number of staff who have used on-line information about using MS Office 2007 features.		Number of staff who have used on-line training and the items they have trained on.	Number of staff who have used on-line training and the items they have trained on.	Number of staff who have used on-line training and the items they have trained on.
Provide informal training during staff meetings and as "helpful hints" posted on SharePoint.	Tips time at staff meetings. Posted helpful hints.	Tips time at staff meetings. Posted helpful hints.	Tips times at staff meetings. Posted helpful hints.	Tips times at staff meetings. Posted helpful hints.	Tips times at staff meetings. Posted helpful hints.	Tips times at staff meetings. Posted helpful hints.

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Objective 3: Integrate workload assessment results with work-process improvements.

- Strategies: a. Have process improvement teams look at major work processes.
b. Fill staff positions in a timely manner.

PERFORMANCE MEASURES

ACTIONS	September 2008	December 2008	March 2009	June 2009	June 2010	June 2011
Use staff process improvement teams to analyze and build on workload assessment results. Note: relation to Goal A.	Use results of external assessment of major processes and workload implications to help prioritize staff involvement.	Form teams and make process assignments.	Teams report on suggested improvements.	Implement improvements.	Teams report on suggested improvements. Implement improvements	Teams report on suggested improvements. Implement improvements
Monitor the time between a position being established or vacant and being filled.	Time taken to fill positions where staff began work during the quarter.	Time taken to fill positions where staff began work during the quarter.	Time taken to fill positions where staff began work during the quarter.	Time taken to fill began work during the quarter.	Time taken to fill began work during the year.	Time taken to fill began work during the year.
Carry out workload assessments and studies. Note: relation to Goal A.	Workload assessment results.	Workload assessment results.	Workload assessment results.	Workload assessment results. Set expectations for a research analyst working on workload assessments.	Workload assessment results. Set expectations for research analyst working on workload assessments.	Workload assessment results. Set expectations for research analyst working on workload assessments.

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Objective 4: [Policies and procedures in place so staff understands expectations.](#)

- Strategies:
- a. Write staff evaluations (EDPP) to appropriately reflect job expectations.
 - b. Assure that required agency policies are in place.
 - c. Assure that staff have read and understand policies.
 - d. Update the agency Records Retention Schedule: keep documents in accord with the schedule.

PERFORMANCE MEASURES

ACTIONS	September 2008	December 2008	March 2009	June 2009	June 2010	June 2011
Complete staff evaluations on time and make sure job expectations and training needs are clear.	Evaluations begun. EDPP established for any new staff.	Percent of evaluations completed on time. EDPP established for any new staff.	EDPP established for any new staff.	EDPP established for any new staff.	Percent of evaluations completed on time. EDPP established for any new staff.	Percent of evaluations completed on time. EDPP established for any new staff.
Maintain a schedule for policy review and maintain a review log for each new policy.	Report on policies completed this quarter. Percent of staff having reviewed completed policies.	Report on policies completed this quarter. Percent of staff who reviewed completed policies.	Report on policies completed this quarter. Percent of staff who reviewed completed policies.	Report on policies completed this quarter. Percent of staff who reviewed completed policies.	Policies completed and percent of staff reviewing this year.	Policies completed and percent of staff reviewing this year.
Manage agency records per the agency Records Retention Schedule.	Staff responsible receive training and begin identifying records.	Draft Records Retention Schedule complete.	Records Retention Schedule sent to State Records Committee.	All staff trained on new schedule and in compliance.	Records retained and destroyed per schedule.	Records retained and destroyed per schedule.

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Objective 5: Maintain agency safety committee and plan in compliance with Labor and Industries and Occupational Safety and Health Administration requirements.

- Strategies:
- a. Hold monthly safety committee meetings to discuss safety issues and resolve problems.
 - b. Continue to implement and update the agency Safety Action Plan.

PERFORMANCE MEASURES

ACTIONS	September 2008	December 2008	March 2009	June 2009	June 2010	June 2011
Maintain an active safety committee.	Number of safety committee meeting during the quarter.	Number of safety committee meeting during the quarter.	Number of safety committee meeting during the quarter.	Number of safety committee meeting during the quarter. Production of updated Safety Action Plan.	Number of safety committee meeting during the year. Production of updated Safety Action Plan.	Number of safety committee meeting during the year. Production of updated Safety Action Plan.
Make safety information available via periodic email and safety bulletin board and on-the-job training events.	Number and types of items posted on the safety bulletin board during the quarter. Number and types of trainings,	Number and types of items posted on the safety bulletin board during the quarter. Number and types of trainings,	Number and types of items posted on the safety bulletin board during the quarter. Number and types of trainings,	Number and types of items posted on the safety bulletin board during the quarter. Number and types of trainings,	Number and types of items posted on the safety bulletin board during the quarter. Number and types of trainings	Number and types of items posted on the safety bulletin board during the quarter. Number and types of trainings
Conduct monthly inspections of the office.	Number of hazards noted per quarter. Number of incidents reported per quarter. Responses to hazards and incidents. Number of L&I claims per quarter.	Number of hazards noted per quarter. Number of incidents reported per quarter. Responses to hazards and incidents. Number of L&I claims per quarter.	Number of hazards noted per quarter. Number of incidents reported per quarter. Responses to hazards and incidents. Number of L&I claims per quarter.	Number of hazards noted per quarter. Number of incidents reported per quarter. Responses to hazards and incidents. Number of L&I claims per quarter.	Number of hazards noted per quarter. Number of incidents reported per quarter. Responses to hazards and incidents. Number of L&I claims per year.	Number of hazards noted per quarter. Number of incidents reported per quarter. Responses to hazards and incidents. Number of L&I claims per year.

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Make sure new staff get the safety orientation and receive Safe Driving Training.	Number of new staff and number of those who: Received safety orientation; Received Safe Driver Training.	Number of new staff and number of those who: Received safety orientation; Received Safe Driver Training.	Number of new staff and number of those who: Received safety orientation; Received Safe Driver Training.	Number of new staff and number of those who: Received safety orientation; Received Safe Driver Training.	Number of new staff and number of those who: Received safety orientation; Received Safe Driver Training.	Number of new staff and number of those who: Received safety orientation; Received Safe Driver Training.
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Additional Resources Required:

The ISRB anticipates the need for the following additional resources to fully implement the Fiscal Year 2009-2011 Strategic Plan.

- Board Member salary \$\$ to add 0.8 time.
- Records staff to accommodate increased workload.
- Hearing investigator to accommodate increased workload.
- Travel \$\$ to cover increased prison and violation hearings.
- Communication Consultant to maintain web site, prepare training materials, prepare PR materials, facilitate collaboration and training, etc.
- Research Analyst to help with workload assessments, generate performance measures, do EBP research, etc.
- Training \$\$ to cover stakeholder training, etc.
- Equipment \$\$ to cover technology upgrades, etc.
- Training \$\$ to cover staff and Board Member training.