



Office of
Financial Management
STATE OF WASHINGTON

Activity Inventory Performance Measure Assessment

Indeterminate Sentence Review Board

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Based on a review of the following: The agency strategic plan, the budget activity inventory, internal performance measure reports, and an interview with the agency contacts

Current Strengths and Good Practices

- The measures for the pre-1984 offender population had enough data entered in the Performance Measure Tracking System (PMT) to allow for some basic statistical analysis.
- Aside from the meaning and significance of the “pre-1984” and “ESSB 6151” categories, the language used in the performance measures is very easy to understand.

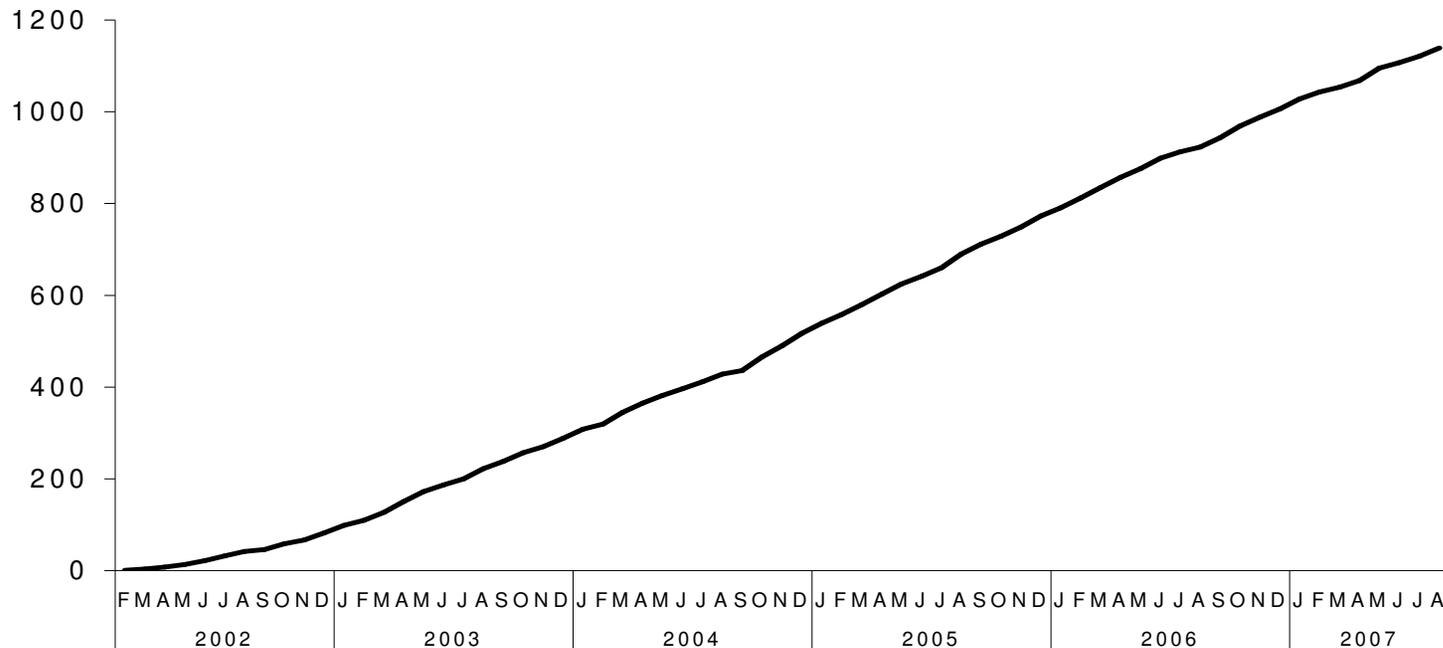
Budget Activity Comments & Potential Improvements

- The “pre-1984” measures all relate to the offender population descriptive data (primarily outputs), while all the “ESSB 6151” measures concentrate on agency process-level performance topics. The agency performance story would be enhanced if some of the pre-1984 output measures could be eliminated while adding a few meaningful output measures describing the increasing caseload of ESSB 6151 offenders.
- The hearing process is not currently capable of achieving its performance targets. Further improvements to the hearing process to improve the timeliness of the decisions and reduce continuances might be warranted.
- The agency and OFM should consider an additional outcome measure related to the number of parolees that re-offend.
- An additional risk management/undesirable financial outcome measurement topic that should also be considered are the additional litigation and incarceration costs incurred because of hearings not held within the appropriate timeframes.
- Measures 2070 and 2080 measure the timeliness of the same process from two different perspectives, but the goal statements are not aligned. One measures the percent completed within 4 weeks and the other tracks the actual cycle time with a target of 34 days. These targets should either be aligned, or measure 2070 should be eliminated.

Analysis of Current Activity Measure Data

- Most of the “pre-1984” caseload measures demonstrate a stable and predictable declining trend. Future results are likely to follow the downward slope of the trend lines.
 - The “6151” caseload demonstrates an inclining trend (Currently not a Budget Activity Measure). This trend is increasing at a much greater rate than the pre-1984 declining rate. Future results, looking at the overall population are likely to follow an upward slope. (See the agency provided chart below).

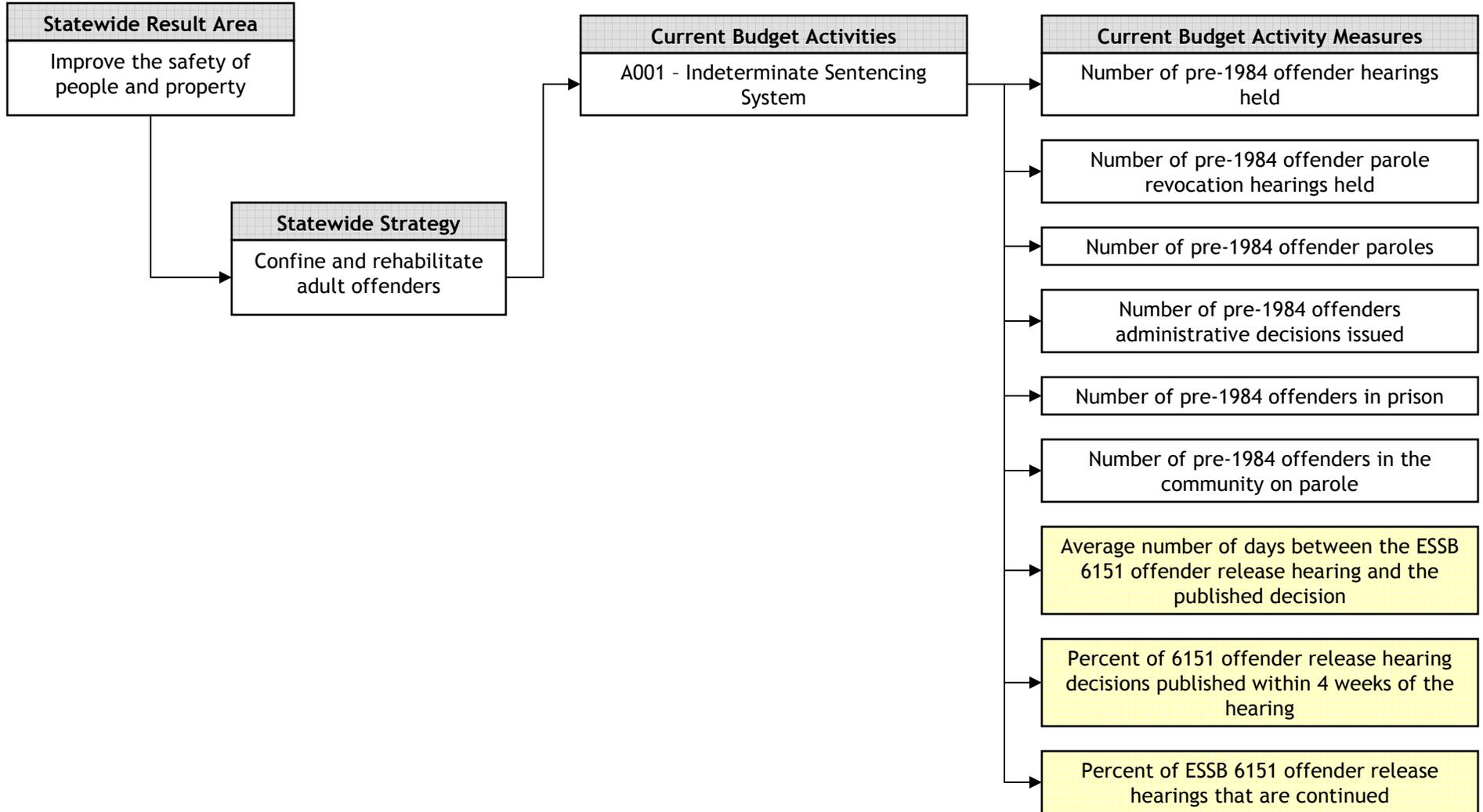
6151 Caseload



Agency Comments and Future Actions

- The two case types, Pre-1984 and ESSB 6151 -- which were reported separately before we had a clear idea of what the case trends might be, and what different case processes might be -- will be combined. Reference to ISRB cases will be used in the future for the entire caseload.
- Measures will be reported as Caseload, Workload, Process, and Outcome. In order to be able to provide a fuller view of caseload, and to be able to eventually link workload to caseload, one new caseload measure - admissions to prison - will be added. The outcome measures, of percent of violation hearings resulting in revocations and new crimes committed by the ISRB offenders who are released from prison, within five years of release, will also be added.
- We will be investigating the possibility of establishing a financial measure related to additional confinement costs associated with continued hearings.
- During upcoming strategic planning, we will be considering strategies to improve the hearing process so we may improve the timeliness of decisions and reduce the percentage of hearings that are continued.

Budget Activity & Performance Measure Linkages

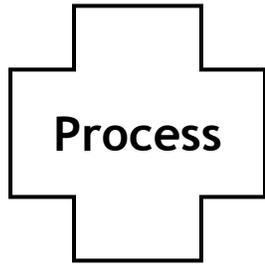


Legend

Also Current Strategic Plan Measure

Budget Activity Measure Perspectives

⑤ Process characteristics the customers/stakeholders want



⑥ Process characteristics the agency wants

Average number of days between the ESSB 6151 offender release hearing and the published decision

⑤

Percent of 6151 offender release hearing decisions published within 4 weeks of the hearing

⑤

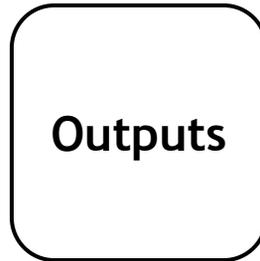
Percent of ESSB 6151 offender release hearings that are continued (Undesirable)

⑥

Inputs

Number of pre-1984 offenders in prison

③ Product/service attributes customers/stakeholders want



④ Product/service attributes the agency wants

Number of pre-1984 offender hearings held

④

Number of pre-1984 offender parole revocation hearings held

④

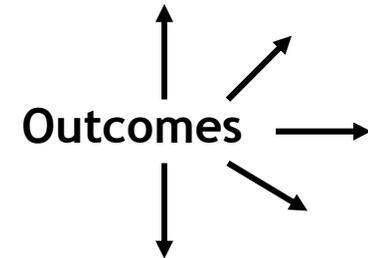
Number of pre-1984 offenders administrative decisions issued

④

Number of pre-1984 offender paroles

④

① Customer/stakeholder desired outcomes



② Agency desired outcomes

Number of pre-1984 offenders in the community on parole

①

Legend

Strategic Plan and Budget Activity Measure

Activity Measure Assessment - Pre-1984 Offenders in Prison

Performance Measure Description: No additional description needed.

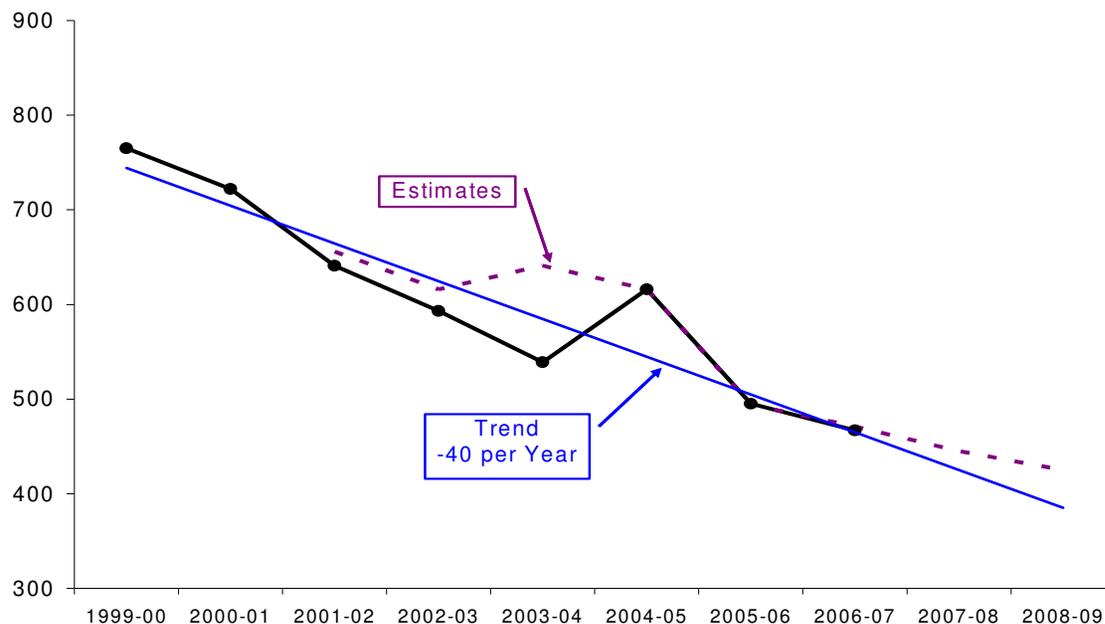
Budget Activity Links: A001 - Indeterminate Sentencing System

Category of Measure: The offender population is an input into the case review process.

Analysis of Variation: The population appears to be decreasing at a stable and predictable rate that follows a downward trend of about 40 per year. Future data are likely to roughly follow the established trend.

Analysis of Targeted vs. Actual Performance: Note: These are not targets, but estimates of future population levels. The actual numbers are following the estimates fairly well.

1100 - Number of Pre-1984 Offenders in Prison



Comments About Desirable Characteristics

Relevance: This is an indicator of a declining workload relating to a specific population of offenders.

Understandability: The significance and meaning of the terms “pre-1984” and “ESSB 6151” are not sufficiently explained in the PMT system activity descriptions or desired results sections.

Comparability: The best comparisons would be between similar measures for the two offender categories

Timeliness: Annual measures are not very timely, but the data for the most recently completed fiscal year were entered into the PMT system

Reliability: The agency controls and manages the data collection and storage processes.

Cost Effectiveness: Additional costs to measure this are minimal since the data are part of the file maintenance processes.

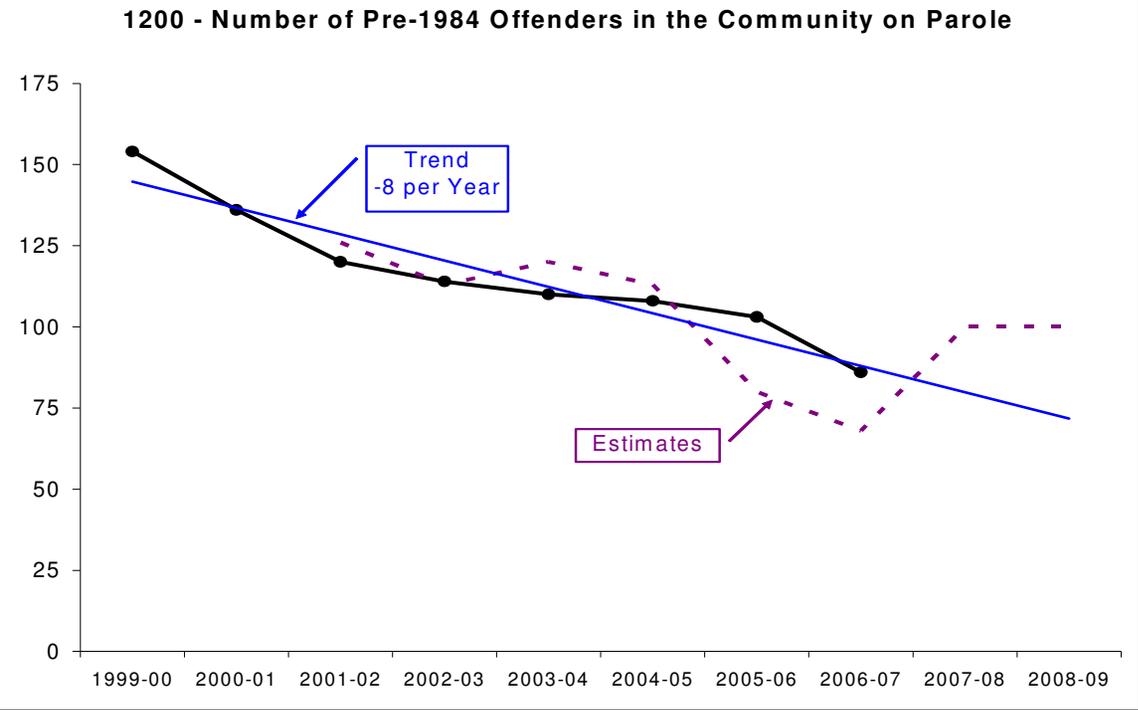
General Comments & Explanations:

Agency Comments:

- This information will be available on a quarterly basis in the future
- Combining the two prisoner populations for reporting purposes should solve the terminology problem in the future.

Activity Measure Assessment - Pre-1984 Offenders in the Community

Performance Measure Description: No additional description needed
Budget Activity Links: A001 - Indeterminate Sentencing System
Category of Measure: An outcome of the hearing process.
Analysis of Variation: The population appears to be decreasing at a stable and predictable rate that follows a downward trend of about 8 per year. Future data are likely to roughly follow the established trend.
Analysis of Targeted vs. Actual Performance: Note: These are not targets, but estimates of future population levels. The actual numbers are following the estimates fairly well.



Comments About Desirable Characteristics	
Relevance: This is more of a population description than a measure of organizational performance.	Timeliness: Annual measures are not very timely, but the data for the most recently completed fiscal year were entered into the PMT system
Understandability: The significance and meaning of the terms “pre-1984” and “ESSB 6151” are not sufficiently explained in the PMT system.	Reliability: The agency controls and manages the data collection and storage processes.
Comparability: The best comparisons would be between similar measures for the two offender categories	Cost Effectiveness: Additional costs to measure this are minimal since the data are part of the file maintenance processes.

General Comments & Explanations:

See agency comments from the previous slide.

Activity Measure Assessment - Pre-1984 Parole Revocation Hearings

Performance Measure Description: Hearings to determine whether an offender has violated the conditions of their parole.

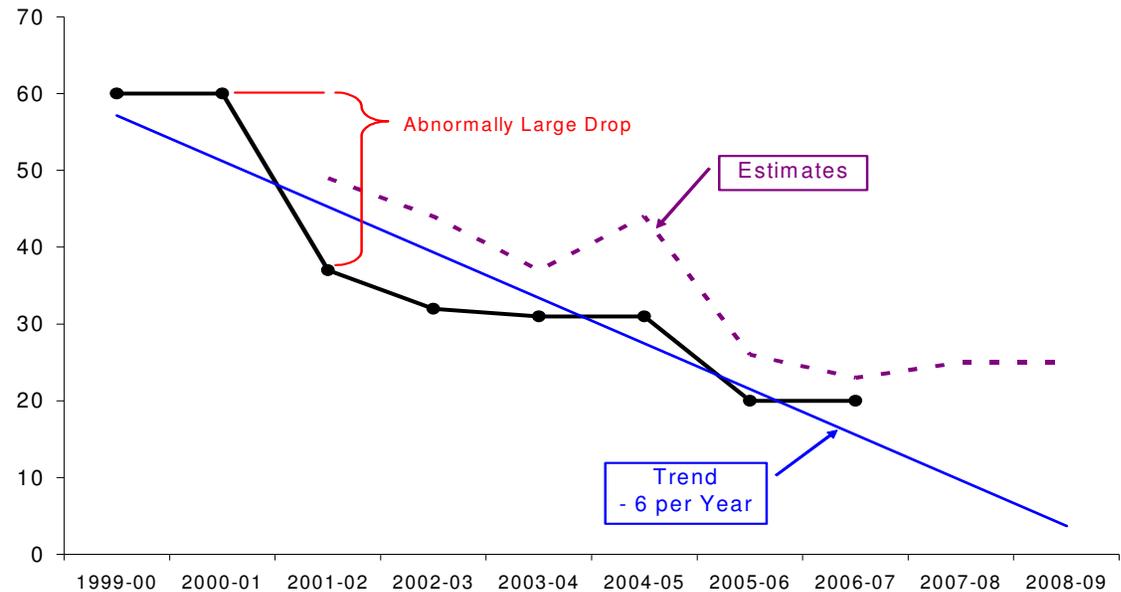
Budget Activity Links: A001 - Indeterminate Sentencing System

Category of Measure: An undesirable output

Analysis of Variation: The abnormally large drop in hearings from 200-01 to 2001-02 indicates some significant change was introduced into the process. After that point in time, the same kind of stable and predictable declining trend as the other pre-1984 measures is evident.

Analysis of Targeted vs. Actual Performance: Actual performance mirrors the estimates fairly well

1300 - Number of Pre-1984 Offender Parole Revocation Hearings Held



Comments About Desirable Characteristics

Relevance: Are fewer revocation hearings an indicator of improved agency parole decision making process performance?

Timeliness: Annual measures are not very timely, but the data for the most recently completed fiscal year were entered into the PMT system.

Understandability: The significance and meaning of the terms “pre-1984” and “ESSB 6151” are not sufficiently explained in the PMT system.

Reliability: This decrease could also be attributed to tougher parole guidelines, the older age of the paroles, or new restrictions and reporting requirements.

Comparability: The best comparisons would be between similar measures for the two offender categories

Cost Effectiveness: Additional costs to measure this are minimal since the data are part of the file maintenance processes.

General Comments & Explanations:

Agency Comment:

The drop in revocation hearings may be a reflection of a decreased number of offenders on parole, as opposed to a significant change in process. It needs to be noted that the numbers here are very small, in comparison to the incarcerated population.

Activity Measure Assessment - Pre-1984 Paroles

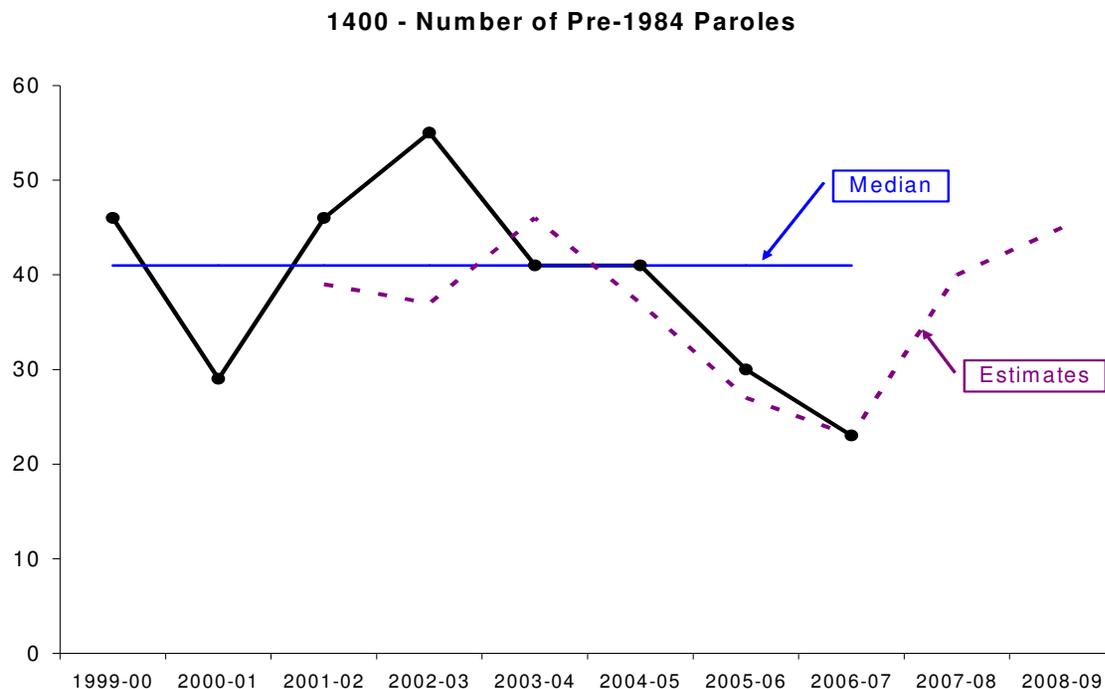
Performance Measure Description: No additional explanation is required.

Budget Activity Links: A001 - Indeterminate Sentencing System

Category of Measure: An output of the hearing process.

Analysis of Variation: With the data available, the process appears to be stable and predictable. Future results should be similar to current performance.

Analysis of Targeted vs. Actual Performance:
Note: These are not targets, but estimates of future population levels. The actual numbers are following the estimates fairly well.



Comments About Desirable Characteristics

Relevance: This is a good measure of workload, but the agency can do little to impact this data.

Timeliness: Annual measures are not very timely, but the data for the most recently completed fiscal year were entered into the PMT system.

Understandability: The language of the measure is very understandable with exception to the “pre-1984” jargon.

Reliability: The agency controls and manages the data collection and storage processes.

Comparability: The best comparisons would be between similar measures for the two offender categories

Cost Effectiveness: Additional costs to measure this are minimal since the data are part of the file maintenance processes.

General Comments & Explanations:

Activity Measure Assessment - Pre-1984 Administrative Decisions

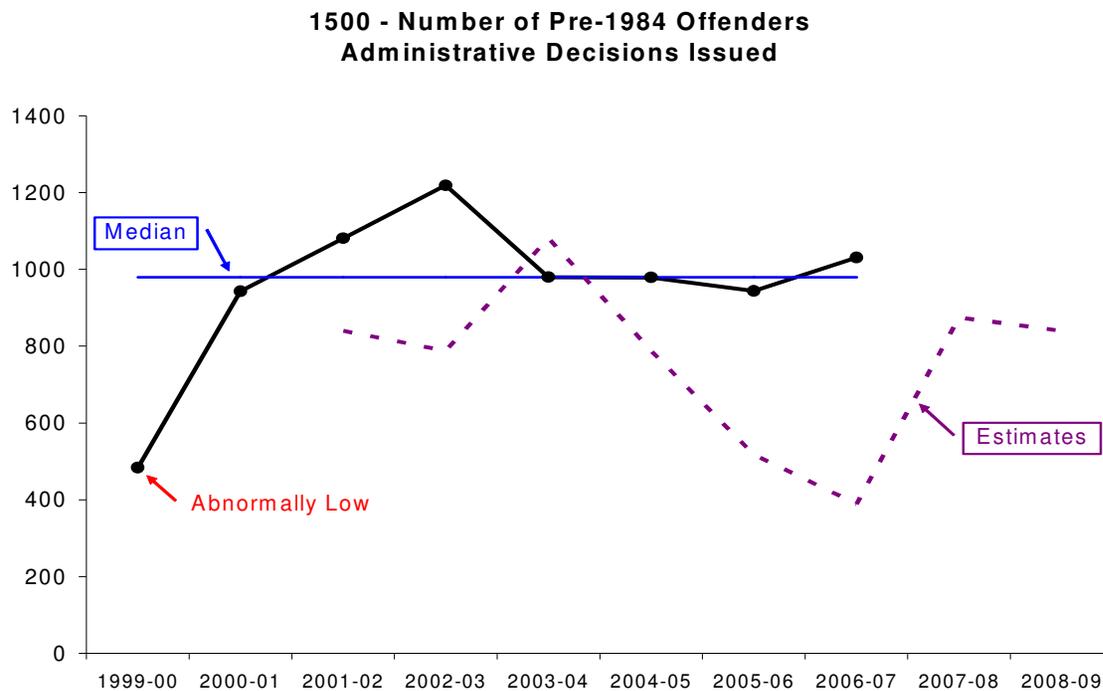
Performance Measure Description: Number of ISRB Board actions other than in-person hearings (i.e. progress reviews, setting parole dates, etc.).

Budget Activity Links: A001 - Indeterminate Sentencing System

Category of Measure: An output of the case review process.

Analysis of Variation: Aside from the first data point which appears to be abnormally low, the process appears to be stable and predictable. Future results should be similar to current performance.

Analysis of Targeted vs. Actual Performance: Note: These are not targets, but estimates of future performance levels. The estimates are not tracking well with the actual data.



Comments About Desirable Characteristics

Relevance: This is a workload measure. As such, it is less relevant in results-oriented policy/budget discussions.

Timeliness: Annual measures are not very timely, but the data for the most recently completed fiscal year were entered into the PMT system.

Understandability: The terms “pre-1984” and “Administrative Decision” are jargon and need further explanation.

Reliability: The agency controls and manages the data collection and storage processes.

Comparability: The best comparisons would be between similar measures for the two offender categories

Cost Effectiveness: Additional costs to measure this are minimal since the data are part of the file maintenance processes.

General Comments & Explanations:

Agency Comment:

It is likely that the low point in 1999-00 is more of a reflection of the method of accounting for administrative decisions than a significant process change.

Activity Measure Assessment - Pre-1984 Hearings Held

<p>Performance Measure Description: The number of hearings held in prisons across the state by agency staff.</p>	<p style="text-align: center;">1600 - Number of Pre-1984 Offender Institutional Hearings Held</p> <table border="1"> <caption>Estimated Data from Chart</caption> <thead> <tr> <th>Fiscal Year</th> <th>Actual Hearings</th> <th>Estimates</th> </tr> </thead> <tbody> <tr> <td>2001-02</td> <td>170</td> <td>180</td> </tr> <tr> <td>2002-03</td> <td>215</td> <td>170</td> </tr> <tr> <td>2003-04</td> <td>150</td> <td>170</td> </tr> <tr> <td>2004-05</td> <td>135</td> <td>165</td> </tr> <tr> <td>2005-06</td> <td>120</td> <td>105</td> </tr> <tr> <td>2006-07</td> <td>155</td> <td>95</td> </tr> <tr> <td>2007-08</td> <td>-</td> <td>110</td> </tr> <tr> <td>2008-09</td> <td>-</td> <td>105</td> </tr> </tbody> </table>	Fiscal Year	Actual Hearings	Estimates	2001-02	170	180	2002-03	215	170	2003-04	150	170	2004-05	135	165	2005-06	120	105	2006-07	155	95	2007-08	-	110	2008-09	-	105
Fiscal Year		Actual Hearings	Estimates																									
2001-02		170	180																									
2002-03		215	170																									
2003-04		150	170																									
2004-05	135	165																										
2005-06	120	105																										
2006-07	155	95																										
2007-08	-	110																										
2008-09	-	105																										
<p>Budget Activity Links: A001 - Indeterminate Sentencing System</p>																												
<p>Category of Measure: The number of hearings is an output.</p>																												
<p>Analysis of Variation: Preliminary analysis indicates this process is stable and predictable. Future results should be similar to current performance levels.</p>																												
<p>Analysis of Targeted vs. Actual Performance: These targets are really estimates. Actual data closely mirrors the estimate and exceeded it in the last year reported.</p>																												

Comments About Desirable Characteristics		General Comments & Explanations:
<p>Relevance: This is a good measure of workload, but the agency can do little to impact this data.</p>	<p>Timeliness: Annual measures are not very timely, but the data for the most recently completed fiscal year were entered into the PMT system.</p>	
<p>Understandability: The language of the measure is very understandable with exception to the “pre-1984” jargon.</p>	<p>Reliability: The agency controls and manages the data collection and storage processes.</p>	
<p>Comparability: The best comparisons would be between similar measures for the two offender categories</p>	<p>Cost Effectiveness: Additional costs to measure this are minimal since the data are part of the file maintenance processes.</p>	

Activity Measure Assessment - 6151 Offender Release Decision Timeliness

<p>Performance Measure Description: A timeliness measure important to the Department of Corrections, victims and support groups.</p>	<p style="text-align: center;">2070 - Percent of 6151 Offender Release Hearing Decisions Published within 4 Weeks of the Hearing</p> <table border="1"> <caption>2070 - Percent of 6151 Offender Release Hearing Decisions Published within 4 Weeks of the Hearing</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td>2005-06</td> <td>~42.5%</td> </tr> <tr> <td>2006-07</td> <td>~40.5%</td> </tr> <tr> <td>Target</td> <td>~45%</td> </tr> </tbody> </table>	Fiscal Year	Percent	2005-06	~42.5%	2006-07	~40.5%	Target	~45%
Fiscal Year		Percent							
2005-06		~42.5%							
2006-07		~40.5%							
Target		~45%							
<p>Budget Activity Links: A001 - Indeterminate Sentencing System</p>									
<p>Category of Measure: Timeliness is a process-level measure.</p>									
<p>Analysis of Variation: Not enough data for much analysis.</p>									
<p>Analysis of Targeted vs. Actual Performance: For the two fiscal years reported, the process has not been capable of meeting or exceeding the desirable target levels.</p>									

<p style="text-align: center;">Comments About Desirable Characteristics</p>		<p>General Comments & Explanations:</p>
<p>Relevance: The timeliness of publishing these decisions is very important to the victims of the crime.</p>	<p>Timeliness: Annual measures are not very timely, but the data for the most recently completed fiscal year were entered into the PMT system.</p>	<p><u>Agency Comment:</u> The average time, which is another process measure, is approximately 35 days, compared to a target of 34 days. The ISRB target of having at least 45 percent of the decisions published within a month (30 days), was set in the context of the fact that many cases can be decided within days of the hearing, while more difficult cases may take well over 30 days. Being able to improve the efficiency of the process will most likely have the largest impact on the cases that are in between these extremes.</p> <p style="text-align: right;">14</p>
<p>Understandability: This measure is less understandable than the one on the next slide. Having different target statements around the same process is very confusing.</p>	<p>Reliability: The agency controls and manages the data collection and storage processes.</p>	
<p>Comparability: The best comparisons would be between similar measures for the two offender categories</p>	<p>Cost Effectiveness: Additional costs to measure this are minimal since the data are part of the file maintenance processes.</p>	

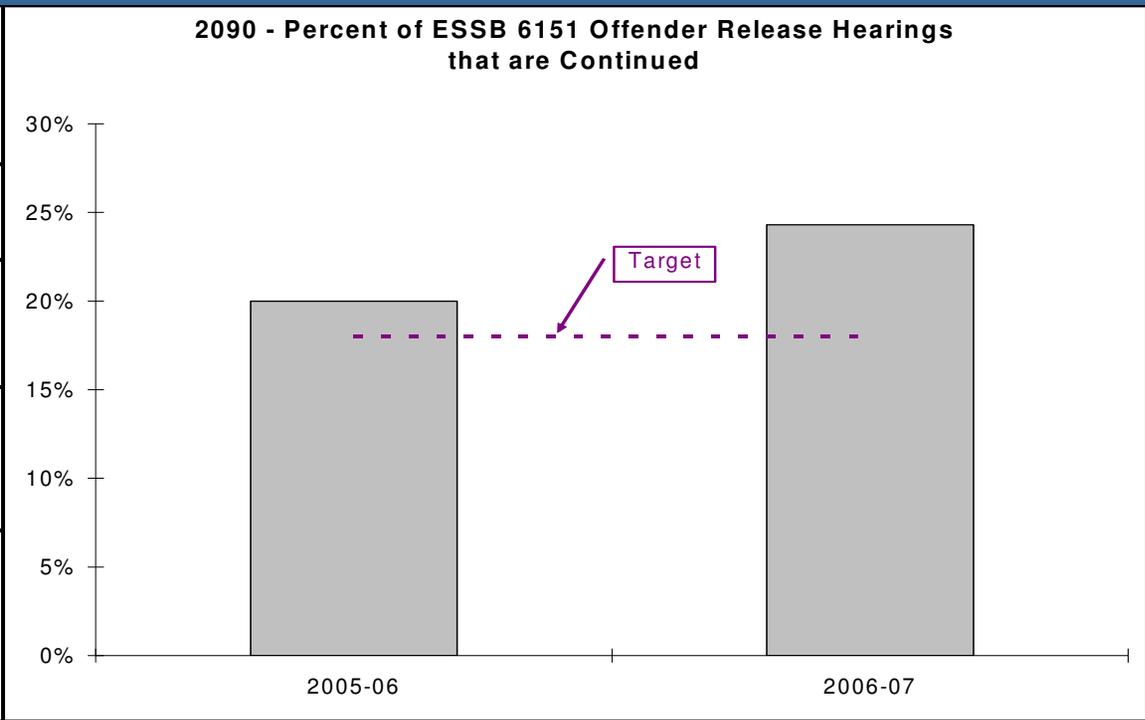
Activity Measure Assessment - 6151 Published Decision Timeliness

<p>Performance Measure Description: No additional description is needed.</p>	<p style="text-align: center;">2080 - Average Number of Days Between the ESSB 6151 Offender Release Hearing and the Published Decision</p> <table border="1"> <caption>2080 - Average Number of Days Between the ESSB 6151 Offender Release Hearing and the Published Decision</caption> <thead> <tr> <th>Fiscal Year</th> <th>Average Number of Days</th> </tr> </thead> <tbody> <tr> <td>2005-06</td> <td>~35.0</td> </tr> <tr> <td>2006-07</td> <td>~34.8</td> </tr> <tr> <td>Target</td> <td>34.0</td> </tr> </tbody> </table>	Fiscal Year	Average Number of Days	2005-06	~35.0	2006-07	~34.8	Target	34.0
Fiscal Year		Average Number of Days							
2005-06		~35.0							
2006-07		~34.8							
Target		34.0							
<p>Budget Activity Links: A001 - Indeterminate Sentencing System</p>									
<p>Category of Measure: Cycle times are process measures.</p>									
<p>Analysis of Variation: Not enough data for much analysis.</p>									
<p>Analysis of Targeted vs. Actual Performance: For the two fiscal years reported, the process has not been capable of keeping the cycle time below the desirable target levels.</p>									

<p style="text-align: center;">Comments About Desirable Characteristics</p>		<p>General Comments & Explanations:</p>
<p>Relevance: A good measure of organizational performance, but the relevance is diminished without a related outcome measure (reduced costs, improved service, etc.)</p>	<p>Timeliness: Annual measures are not very timely, but the data for the most recently completed fiscal year were entered into the PMT system.</p>	<p><u>Agency Comments:</u> We will be attempting to somehow link this measure with a financial outcome measure, that would reflect the fact the faster the decision if published the sooner DOC may take their “next step” and the fewer days offender approved for release must spend in prison.</p>
<p>Understandability: The target needs to be synchronized with the previous measure.</p>	<p>Reliability: The agency controls and manages the data collection and storage processes.</p>	
<p>Comparability: The best comparisons would be between similar measures for the two offender categories</p>	<p>Cost Effectiveness: Additional costs to measure this are minimal since the data are part of the file maintenance processes.</p>	

Activity Measure Assessment - 6151 Hearing Continuations

Performance Measure Description: A continuation is a delay in the hearing process.
Budget Activity Links: A001 - Indeterminate Sentencing System
Category of Measure: A measure of an undesirable process characteristic.
Analysis of Variation: Not enough data for much analysis.
Analysis of Targeted vs. Actual Performance: For the two fiscal years reported, the process has not been capable of keeping the percent of cases continued below the desirable target levels.



Comments About Desirable Characteristics

Relevance: A continuance generates unnecessary costs to the agency and customers. Reducing continuances is a measure of organizational performance.	Timeliness: Annual measures are not very timely, but the data for the most recently completed fiscal year were entered into the PMT system.
Understandability: The language is clear except for the “6151 Offender” jargon	Reliability: The agency controls and manages the data collection and storage processes.
Comparability: The best comparisons would be between similar measures for the two offender categories	Cost Effectiveness: Additional costs to measure this are minimal since the data are part of the file maintenance processes.

General Comments & Explanations:

Agency Comment:
 While most continuances are a result of circumstances beyond the ISRB control, during our strategic planning we will be considering strategies to mitigate continuances. It is important to note that a certain level of continuances is desirable, as it reflects a degree of flexibility in the hearing process. For many similar processes in the criminal justice field, a 15 percent “exception” rate is considered appropriate.

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