

Strategic Plan
(2012-2014 Version 1)

Virginia Parole Board (766)
Agency Plan

Mission Statement

The Virginia Parole Board's mission is to protect public safety and contribute to a fair and effective justice system by ensuring that persons who remain a threat to society remain incarcerated and those who have been sufficiently punished and no longer present a risk are released to become productive citizens.

Vision Statement

The Parole Board vision is make parole and related decisions in a timely manner consistent with public safety, victim concerns, inmate rights and the wise use of state resources.

Information Technology

Current Operational IT Investments

Factors Impacting the Current Agency IT

Proposed IT Solutions

Financial Overview

All funding provided for Virginia Parole Board is through the Commonwealth's general fund.

| Budget Component | 2013 GF | 2013 NGF | 2014 GF | 2014 NGF |
|------------------|------------------|----------|------------------|----------|
| Base | 675,940 | 0 | 675,940 | 0 |
| Changes to Base | 678,237 | 0 | 678,251 | 0 |
| Total | 1,354,177 | 0 | 1,354,191 | 0 |

Agency Goals

- Render decisions on cases before the Board in a just and timely manner.

Goal Summary and Alignment

It is the responsibility of the Parole Board to make decisions regarding whether offenders convicted of serious crimes should be released from incarceration prior to the completion of the sentence imposed by the court. It also has to decide whether offenders released on parole, but who have violated conditions of their parole supervision, should be returned to prison. In making each decision, the Board must weigh numerous competing factors: • the interests of society in seeing that justice is served for the commission of a criminal offense • the interests of victims of crimes • whether public safety would be compromised by the release of an offender • the interests of the offender and the extent of his rehabilitation In addition to these factors, it is in everyone's interests that decisions be made as expeditiously as possible so as to minimize uncertainty. This goal is directly related to the Board's mission of protecting public safety and contributing to a fair and effective justice system.

Long Term Goal

Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

- Provide Board Appointments for 100% of all victims requesting appointments.

Goal Summary and Alignment

- Seek victim input in 100% of discretionary grant cases in which there are victims involved.

Goal Summary and Alignment

Programs and Service Areas for Agency

- 35201: Adult Probation and Parole Services

Customers

| Pre-Defined Customer Group | User Specified Customer Group | Customers Served Annually | Potential Annual Customers | Projected Trend in # of Customers |
|----------------------------|---|---------------------------|----------------------------|-----------------------------------|
| Victim | Victims seeking meeting (appointment) with Board member | 100 | 150 | Increase |
| Inmate | Geriatric release petitioners | 150 | 800 | Increase |
| Inmate | Inmates eligible for parole annually including discretionary parole and geriatric release | 4,450 | 5,100 | Increase |

| | | | | |
|-------------|---|-------|-------|----------|
| Inmate | Discretionary parole eligible inmates | 4,300 | 4,300 | Increase |
| Probationer | Parole/Post-release supervision violation cases | 300 | 300 | Stable |
| Victim | Victims to be contacted annually | 1,000 | 1,000 | Stable |
| Inmate | Clemency petitioners | 700 | 700 | Increase |

Key Risk Factors

Offenders released on parole pose a risk to public safety, especially considering that the majority of offenders eligible for parole have committed violent crimes. In the process of making the decisions, the Board must weigh numerous competing factors, including the interests of society in seeing that justice is served for the commission of a criminal offense; the interests of victims of crimes; whether public safety would be compromised by the release of an offender; and the interests of the offender and the extent of his/her rehabilitation. The decisions must be made as expeditiously as possible so as to minimize uncertainty from inmates, victims, and inmate advocates.

The Parole Board must also consider the aging inmate population, as the costs involved to taxpayers for medical services will increase. The Board must give this consideration but never at the expense of public safety.

Products and Services

The Parole Board primarily provides services to inmate families, victims, attorneys and other parties interested in the release of an offender. The agency is responsible for:

- Decisions on parole applications from offenders
- Decisions on parole eligible offenders
- Decisions on parole revocations
- Recommendations to Governor on clemency petitions
- Decisions on appeals relating to "three-time loser" law
- Conducting appointments with victims
- Notifications to victims of possible parole grants
- Meetings with inmates' families for parole input

Trends

Rankings & Customer Trends

The primary function of the Parole Board is to make decisions with regard to the granting of parole. In January, 1995, Virginia abolished parole for all crimes committed after January 1, 1995. Regardless of the abolition of parole, the Virginia Parole Board anticipates a growth in its customer base when the current parole eligible population of 3,321 increases to a total of 5,081 by 2016. Although the population of parole eligible offenders will decline after 2016, the number of geriatric cases will continue to increase. Clemency petitions are also expected to increase because individuals sentenced under the no-parole law have no recourse except to seek clemency.

The Parole Board's customer base includes parole violators who are in violation of the conditions of their parole or post-release supervision and determines which individuals should be returned to custody and which should be continued on supervision. Consideration is given to the nature of the crime for which they are on supervision, whether the violation is a new criminal conviction or a technical violation and the amount of time left to serve.

The Board also provides services to victims and inmate advocates by scheduling meetings with a member of the Board prior to the decision on an offenders case. This allows interested parties to express concerns or to advocate on the offenders suitability for parole. If an offender is granted parole, each victim is contacted personally to inform them of the status of the Board's decision and to allow them an opportunity for input before the Board's decision is made final and reported to the offender.

| Trend Name | Trend Area |
|----------------------------|------------|
| Number of Parole Decisions | Increase |
| Cost per Parole Decision | Increase |
| Meetings with Victims | Steady |

Performance Highlights: Service Performance & Productivity Initiatives

PAROLE – The function of the Parole Board is to make decisions regarding the granting of discretionary parole. There are Currently 4,300 inmates eligible for parole, a number that will increase and peak at 6,800 in 2016.

REVOCATIONS – The Parole Board reviews those who are in violation of the conditions of their parole or post-release supervision and determines which individuals should be returned to custody and which should be continued on supervision. There are approximately 300 violators reviewed annually.

GERIATRIC PETITIONS – Inmates who have reached age 60 and served 10 years or who are age 65 and have served 5 years may petition the Board for geriatric release. There are approximately 666 inmates who meet these minimum requirements. The total geriatric population is increasing. Approximately 20% of the eligible geriatric offenders petition for release each year.

CLEMENCY PETITIONS – At the request of the Governor, the Board investigates the facts and circumstances of the original crime and other relevant information and makes a recommendation to the Governor. The Board evaluates approximately 700 petitions annually.

APPEALS OF 3X LOSER STATUS – A person convicted of three murders, rapes or armed robberies that were not part of a common scheme or plan is not eligible for parole. The decision as to whether a person falls under the "3x loser" statute is made by the Department of Corrections and may be appealed to the Parole Board.

VICTIM ISSUES – The Parole Board seeks victim input prior to releasing any inmate on discretionary parole. This effort is accomplished by attempting to locate the victims and families to obtain information about the impact of the crime.

BOARD APPOINTMENTS – The Parole Board offers both victims and inmate families the opportunity to meet with a member of the Board to personally express their feelings about the inmate's possible parole. After the Board appointment, each victim is contacted personally to inform them of the Board's decision.

Management Discussion & Analysis

Future Direction, Expectations, and Priorities

Parole eligible inmates receive a personal interview by a Parole Examiner; however, non-parole eligible geriatric offenders receive only a "desk" review. The Board is currently exploring ways in which Board members can interview individual offenders as part of the consideration process. The agency is in the process of setting up an office at Deerfield Correctional Center where the majority of the geriatric offenders are housed. This will enable the Board to conduct thorough investigations of these cases on-site and offer the same consideration process as the parole eligible offenders.

The Board members frequently meet personally with offenders to gain insight as to an offender's suitability for parole prior to casting a vote of their case.

The Parole Board Chairman or other Board Member personally contacts crime victims for notification of a not grant or grant decision.

35201: Adult Probation and Parole Services

Description

- This service area encompasses the following activities:
- granting or denying parole for those offenders who are eligible for parole
 - deciding whether to revoke the parole of those offenders on parole who have violated the conditions of their parole supervision
 - making recommendations to the Governor on petitions for clemency
 - hearing appeals of offenders for whom the "three-time loser" statute has been applied
 - meeting with those victims who request an appointment with a Board member to discuss an offender's possible parole
 - notifying crime victims prior to the release of an offender on parole

Mission Alignment and Authority

In carrying out activities in this service area, the Board promotes its mission of protecting public safety and contributing to a fair and effective justice system by considering the possible impact on public safety created by the release of an offender, the interests of society in having justice served, the impact of the crime on victims, and the extent of the offender's rehabilitation and his possible contribution to society, if paroled.

Customers for this Service Area

Anticipated Changes to Customers Base

Current Customer Base

| Pre-Defined Customer Group | User Specified Customer Group | Customers Served Annually | Potential Annual Customers | Projected Trend in # of Customers |
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Partners for this Service Area

| Partner | Description |
|--|-------------|
| <i>No partners currently entered in plan</i> | |

Products and Services

Factors Impacting the Products and/or Services

Anticipated Changes to the Products and/or Services

Listing of Products and / or Services

- Decisions on parole applications from offenders
- Decisions on parole revocation
- Recommendations to Governor on clemency petitions
- Decisions on appeals relating to "three-time loser" law
- Appointments (meetings) with victims
- Notifications sent to victims of possible parole of offender
- Meetings with inmates' families to discuss possible parole of inmates

Financial Overview

| Budget Component | 2013 GF | 2013 NGF | 2014 GF | 2014 NGF |
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| | | | | |
|--------------|-----------|---|-----------|---|
| Total | 1,354,177 | 0 | 1,354,199 | 0 |
|--------------|-----------|---|-----------|---|

Objectives for this Service Area

Objectives for this Service Area

Objective

Make decisions on parole grant or revocation cases in an expeditious manner.

Description

Objective Strategies

No Strategies for this Objective

Alignment to Agency Goals

No Agency Goals for this Objective

Measures

- Average number of days between the date of hearing and decision.

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

Parole Board electronic system

Objective

Provide crime victims with maximum opportunity to provide input into decisions on cases before the Board.

Description

Objective Strategies

No Strategies for this Objective

Alignment to Agency Goals

No Agency Goals for this Objective

Measures

- Meetings (appointments) with victims

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

Board logs and records

- Input from victims of inmates' pending parole in granted status

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

Board logs and records

Objective

To ensure that resources are used efficiently and programs are managed effectively, and in a manner consistent with applicable state and federal requirements.

Description

Objective Strategies

No Strategies for this Objective

Alignment to Agency Goals

No Agency Goals for this Objective

Measures

- Cost per Virginia Parole Board decisions.

Measure Class Preferred Trend Frequency

Data Source and Calculation

Divide the Agency's appropriation by the number of discretionary parole and parole violation decisions. (FY2008 = 5,636)

Objective
Release those inmates eligible for discretionary parole who are deemed to have served sufficient time relative to their offenses and who are deemed not to be a threat to public safety.

Description

Objective Strategies

No Strategies for this Objective

Alignment to Agency Goals

No Agency Goals for this Objective

Measures

- The number of inmates released on discretionary parole in a year.

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

This is a new measure and is provided for information only. Because it is not appropriate to set targets for this measure, none are provided.

- The percentage of inmates released in a year who are convicted of committing a new offense within three years of their release.

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

Because this recidivism measure tracks a group of offenders over a three-year period after their release on discretionary parole and the first group included in this measure will be those released in FY 2013, data will not be available until FY 2017.