

**CRIMINAL JUSTICE COMMISSION, OREGON**

**Annual Performance Progress Report (APPR) for Fiscal Year (2008-2009)**

**Proposed KPM's for Biennium (2009-2011)**

Original Submission Date: 2009

Finalize Date: 10/14/2009

2008-2009 KPM #	2008-2009 Approved Key Performance Measures (KPMs)
1	CUSTOMER SERVICE : Percent of customers rating their satisfaction with the agency's customer service as good or excellent: overall, timeliness, accuracy, helpfulness, expertise, availability of information.
2	GRANT ADMINISTRATION: Percentage of CJC administered grant programs that meet or exceed 75% or more of the grant requirements (i.e. individuals served, services delivered, etc) contained in their grant applications.
3	RELEVANCE OF RECOMMENDATIONS MADE BY CJC POLICY GROUPS: Percentage of recommendations from CJC staffed task forces, committees, and policy development groups which receive hearings or are implemented within two years of issuance.

**CRIMINAL JUSTICE COMMISSION, OREGON****I. EXECUTIVE SUMMARY**

**Agency Mission:** The mission of the Criminal Justice Commission is to provide centralized policy and planning development for the state and local criminal justice systems. The Commission administers the sentencing guidelines for most felony convictions by administrative rules and statutes. The current primary duty of the Commission is to provide and maintain a long-range public safety plan and to serve as an impartial forum for the development of public safety policy. The goal of the work of the Commission is to improve public safety in the state.

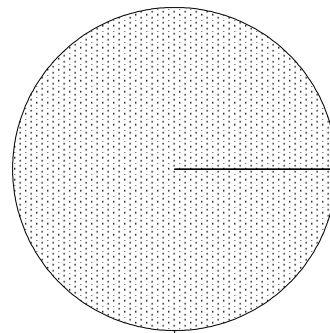
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### Performance Summary



Pending

**Green**  
= Target to -5%

**Yellow**  
= Target -6% to -15%

**Red**  
= Target > -15%

**Exception**  
Can not calculate status (zero entered for either Actual or Target)

## 1. SCOPE OF REPORT

The Criminal Justice Commission provides centralized crime data analysis and policy development for the criminal justice system. The KPM reports focus on this responsibility the agency fulfills as the State Administering Agency (SAA) for Oregon's Justice Assistance Grants (JAG) and Oregon's

drug court grants program. The Commission also administers Oregon's sentencing guidelines, and provides staffing to the Asset Forfeiture Oversight Committee. These functions are not covered by the agency KPMs.

## **2. THE OREGON CONTEXT**

The Commission is charged with providing an impartial forum for the development of criminal justice policy. This charge involves analyzing criminal justice data to inform policy choices as developed by the Governor, Legislature, or a joint task force created for a discreet policy issue. The staff of the commission provides the data and analysis to stakeholders as they shape the criminal justice system. The focus of the agency is to use data and analysis to improve Oregon's criminal justice system.

## **3. PERFORMANCE SUMMARY**

This is the first time the agency has reported on its KPMs, because they were approved just prior to the 2007 session. Key Measure #1 (CUSTOMER SERVICE) The commission decided to use the customer service survey it had previously used, rather than switch to the statewide survey. This allowed carry over and trending from the prior survey, and the concern was that switching to the state survey would create too high a degree of variability with prior measures and be misleading. Key Measure #2 (GRANT ADMINISTRATION) The agency is meeting this KPM by assuring that our grantees are fulfilling the terms of their grant applications. Key Measure #3 (RELEVANCE OF RECOMMENDATIONS MADE BY CJC POLICY GROUPS). This measure seeks to quantify, rather than describe, what the agency does by looking at whether its recommendations are acted upon by the legislature or policy makers. This measure has been deleted as a KPM for the 2009 - 2011 biennium.

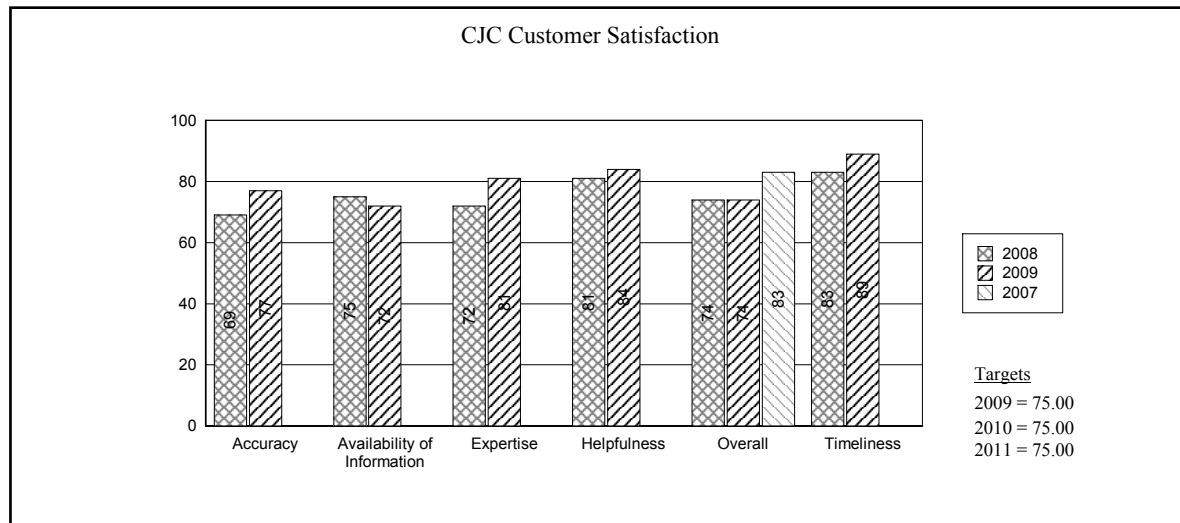
## **4. CHALLENGES**

The agency is involved in integrating a whole new program of federal grant administration. This has meant a doubling of the staff, in order to assure that grants are administered and evaluated properly. The stimulus package passed by Congress was a boon to Oregon, and the need to invest these monies with accountability and transparency, while also assuring the grants are made quickly has added an unforeseen challenge for the agency. These challenges are compounded by the fiscal crisis this, as well as all agencies, are facing. The statewide drug court grant program was hit hard by the revenue reductions, and forced the staff to focus on maintaining current drug court infrastructure in local counties, rather than expanding drug court capacity or funding drug courts in new counties. The analytical capacity of the agency is challenged by the continuing need to monitor Measure 57 implementation and the passage HB 3508. These two measures make significant changes to Oregon's sentencing structure and their impact is critical to the issue of state budgeting for Department of Corrections' prison capacity and public safety. Finally, SB 77 looks toward the issue of possible public safety services crisis when federal timber county payments end. This will impact several counties throughout the state, and the agency is tasked with creating administrative rules by which the commission will be able to determine, with objective criteria, whether a counties services have eroded to a level that creates a public safety services crisis.

## **5. RESOURCES AND EFFICIENCY**

The CJC biennial budget for 2009-2011 is: \$ 5,364,461 General Fund - of which -\$ 4,260,137 is Special Payments for drug courts \$ 196,866 Other Funds \$12,513,937 Federal Funds - of which-\$11,425,781 is for drug courts, M57 courts and D&A Treatment Policy Commission \_\_\_\_\_ \$18,075,264 Total Funds budgeted This means that the agency has \$1,389,346 of non special payment funds to operate for the biennium.

<b>KPM #1</b>	CUSTOMER SERVICE : Percent of customers rating their satisfaction with the agency's customer service as good or excellent: overall, timeliness, accuracy, helpfulness, expertise, availability of information.	2007
<b>Goal</b>	Customer Service: Provide Excellent Customer Service	
<b>Oregon Context</b>		
<b>Data Source</b>	Annual Customer Service Survey	
<b>Owner</b>	Craig Prins, Executive Director, Criminal Justice Commission: 503-378-4858	



**1. OUR STRATEGY**

This measure is to monitor how well the commission meets customer expectations.

**2. ABOUT THE TARGETS**

Higher ratings equate to customers feeling that their tax dollars are being spent more effectively.

### **3. HOW WE ARE DOING**

The agency has conducted annual customer service surveys which focus on the major areas of CJC work and contact with our customers. The second year showed a drop in the customer service rating. This can be attributed to several negative responses directly related to the new unit (Byrne/JAG grants) that CJC just took over administration of in August 2008. With these responses removed, 74% of respondents rated CJC performance as excellent or good. This changed in 2009 with the overall rating being 74%, including grant administration.

### **4. HOW WE COMPARE**

There are no comparable agencies or functions.

### **5. FACTORS AFFECTING RESULTS**

The agencies mission is two fold as far as the customers it serves: providing sound data and analysis is one mission and the other is grant administration. Each of these requires the customers to trust the integrity of the staff, so that the statistics that are provided can be trusted and decisions about grant funding are accepted as based on valid criteria and open dialogue. As the grant administration program is new, developing trust with county partners is critical.

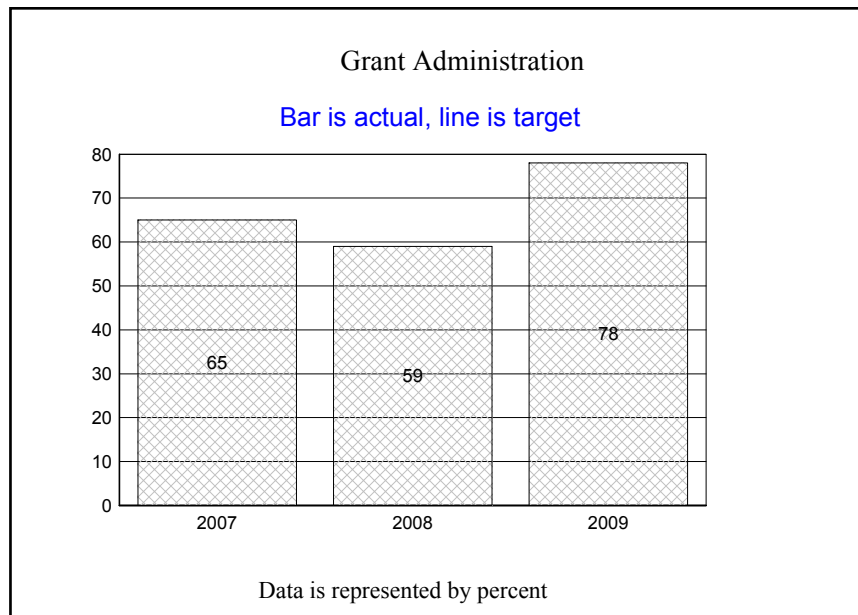
### **6. WHAT NEEDS TO BE DONE**

Since the winter of 2008 CJC has been issuing a quarterly newsletter to our customers that updates them on issues CJC is working on and also gives them updated crime analysis. In addition, we have increased the content on our website, to provide additional information to our customers.

### **7. ABOUT THE DATA**

Calendar year

<b>KPM #2</b>	GRANT ADMINISTRATION: Percentage of CJC administered grant programs that meet or exceed 75% or more of the grant requirements (i.e. individuals served, services delivered, etc) contained in their grant applications.	2007
<b>Goal</b>	Grant Administration: Effective and efficient administration of grants administered by the Criminal Justice Commission.	
<b>Oregon Context</b>		
<b>Data Source</b>	The Grant team will monitor grants through official public safety databases, grantee quarterly reporting, and field visits.	
<b>Owner</b>	Craig Prins, Executive Director, Criminal Justice Commission: 503-378-4858	



**1. OUR STRATEGY**

CJC received funding and statutory authority to create a Drug Court Grant Program in 2005. The first grants were issued July 2006. In July 2009 the Governor and Legislature shifted administration of the federal Justice Assistance Grants (JAG) to the CJC from the Oregon State Police. CJC has

hired two program analysts to administer current grants and develop new grant programs and is in the process of hiring a research analyst to work with our economist to determine the effectiveness and efficiency of the grant programs. CJC is also investing in an online grant management system for streamlined reporting and record-keeping. This measure is aimed at ensuring effective and efficient administration of the grant programs.

## **2. ABOUT THE TARGETS**

The targets are based on the experience of the CJC in administering Drug Court grants since 2006. These targets may or may not be reasonable measures for the rest of the grants CJC has inherited through the JAG program. The targets may need to be adjusted after CJC has administered the JAG sub-grants for some time.

## **3. HOW WE ARE DOING**

CJC worked with a research company in Portland, NPC Research, to explore the effects of financial incentives in meeting performance benchmarks. In the 2009 fiscal year, NPC found that 78% of the benchmarks were met (where adequate data was available) in the 12 participating programs. The impact of financial incentives will be analyzed over the next year. CJC absorbed budget cuts throughout FY2009 by reducing funding and performance expectations in programs that were underperforming. The budget cuts reduced CJC's grants to counties for drug courts, but don't believe these reductions should negatively impact the performance under these measures.

## **4. HOW WE COMPARE**

CJC has recently taken over administration of the JAG program and will be able to compare grant compliance among existing JAG sub-recipients and the drug court grants we have administered since 2006. There is no other material available for comparison.

## **5. FACTORS AFFECTING RESULTS**

The main performance measure that grantees did not meet was the number of participants they would be serving with drug court programs. Grantees that did not meet expectations generally overestimated the number of offenders they could serve. A variety of factors influenced their inability to serve these offenders including a drop in methamphetamine use and production, cuts in funding to law enforcement drug teams, and other treatment/social service resources dedicated to the same population. Some of these factors were unforeseeable. The CJC reduced the grant award amounts in counties that were not able to serve the anticipated number of participants.

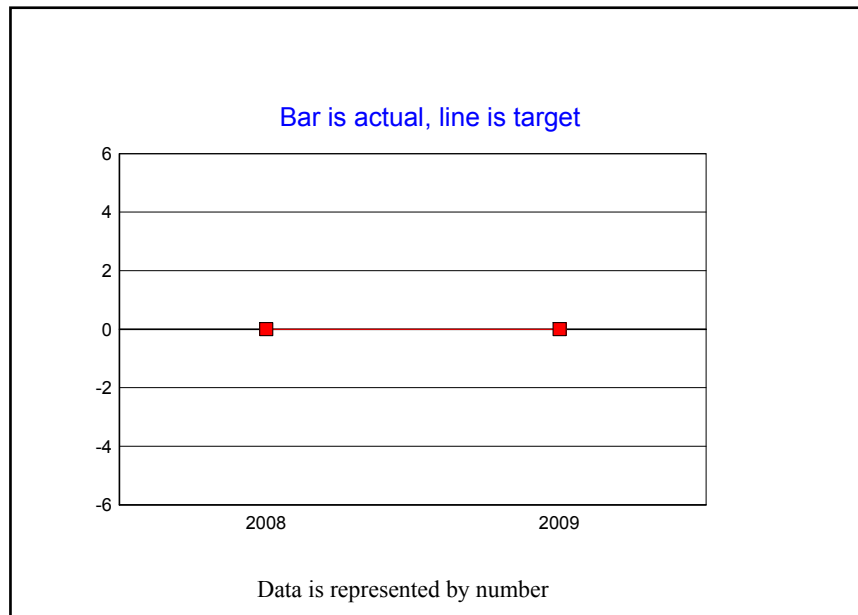
## **6. WHAT NEEDS TO BE DONE**

CJC will establish baselines for the other federal grants. With CJC's adoption of the JAG program and the federal American Recovery and Reinvestment Act (ARRA), the General Fund Drug Court Grants make up approximately 26% of the total grant funds CJC is administering. CJC does not, as yet, have a good sense of appropriate levels of grant compliance on the grants that we have inherited. The drug court grants programs have now been in operation for over 3 years and should be able to meet their expectations. The 2010 and 2011 targets may need to be changed to reflect these changes in the grants we administer.

### **7. ABOUT THE DATA**

Drug courts report participant data quarterly. Performance measure benchmark data was collected by NPC Research who are working under a private foundation grant through Robert Wood Johnson Foundation.

<b>KPM #3</b>	RELEVANCE OF RECOMMENDATIONS MADE BY CJC POLICY GROUPS: Percentage of recommendations from CJC staffed task forces, committees, and policy development groups which receive hearings or are implemented within two years of issuance.	2007
<b>Goal</b>	Relevance of Recommendations Made by CJC Policy Groups: Percentage of recommendations from CJC staffed task forces, committees and policy development groups which receive hearings or are implemented within two years of issuance	
<b>Oregon Context</b>		
<b>Data Source</b>	This is a measure of the number of policy task forces that the CJC staff are involved in or directing. With a hope to measure the "relevancy" of the CJC in developing criminal justice policy, the number of recommendations from the task forces or policy workgroups that are heard by the legislature or implemented. This measure has been discontinued because the legislature agreed with the agency that it was an ineffective measure of the agency's performance and relevance.	
<b>Owner</b>	Craig Prins, 503-378-4858	



### 1. OUR STRATEGY

The Commission tracks all recommendations made by workgroups and Task Forces and works with House and Senate committee staff regarding hearings for recommendations or inclusion of recommendations in pending legislation. Staff also coordinates with Governor's staff regarding legislative and non-legislative proposals.

### 2. ABOUT THE TARGETS

Due to the legislative process and the length of time it may take for a proposal to gain political traction and a lack of control there are no objective targets. CJC can not control the adoption of recommendations, but can only track the progress of the various proposals.

### 3. HOW WE ARE DOING

The commission has been effective in getting a variety of methamphetamine-related proposals enacted, but several more still need action and will again be addressed during the upcoming session. All 4 of the Meth Task force's recommendations (Prescription Drug Monitoring Program, Metal Theft, Concealed compartments in Automobiles, and Civil Asset Forfeiture) were passed in the 2009 session. In 2009 the Commission also conducted a study of crime in Lane County. This report was released in May 2009. (link: <http://www.oregon.gov/CJC/docs/LaneCountyCriminalJusticeReportSec.pdf>) In the 2009 session the Legislature passed SB 77 which requires that the Criminal Justice Commission create criteria (rules) by which a county's public safety services are evaluated to determine whether the county is in a state of public safety services emergency. The measure was passed with the timber county payment reductions in mind. The measure also establishes the steps the Commission and the state will take to: a) determine if the county is in a public safety emergency, and b) make recommendation to alleviate the emergency. The legislature also tasked the Commission with tracking the implementation of the delay of Measure 57 and the increase in earned time (HB 3508).

### 4. HOW WE COMPARE

No comparable agencies or groups.

### 5. FACTORS AFFECTING RESULTS

The agency's relevance is demonstrated by requests for information, data, and analysis on key criminal justice issues, like Measure 57. The agency's

relevance is best measured by the trust the legislature and Governor's office have, as demonstrated by requests for agency involvement and support in policy changes. Examples of these requests include: The CJC being tabbed to estimate the impacts of Measure 61 and Measure 57, to monitor the implementation of Measure 57, and to report on the sentencing changes that were enacted in HB 3508. Another example of the relevance of the agency, is that the legislature asked the agency, with SB 77, in determining when a county is in public safety services crisis due to fiscal issues related to reduced timber county payments.

**6. WHAT NEEDS TO BE DONE**

This measure was discontinued by the Legislature during the 2009 legislative session.

**7. ABOUT THE DATA**

This measure was discontinued by the Legislature during the 2009 legislative session.

**CRIMINAL JUSTICE COMMISSION, OREGON****III. USING PERFORMANCE DATA**

**Agency Mission:** The mission of the Criminal Justice Commission is to provide centralized policy and planning development for the state and local criminal justice systems. The Commission administers the sentencing guidelines for most felony convictions by administrative rules and statutes. The current primary duty of the Commission is to provide and maintain a long-range public safety plan and to serve as an impartial forum for the development of public safety policy. The goal of the work of the Commission is to improve public safety in the state.

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**The following questions indicate how performance measures and data are used for management and accountability purposes.**

**1. INCLUSIVITY**

\* **Staff:** Staff: All staff members participated in developing these standards and the standards were approved by the Criminal Justice Commission itself.

\* **Elected Officials:** Elected Officials: None directly but CJC worked with the Legislative Fiscal Office in developing the current standards

\* **Stakeholders:** Stakeholders: CJC worked DAS and the Progress Board in developing these KPMs and included key stakeholders (the Oregon Association of Chiefs of Police, The Oregon Sheriffs Association, the Department of Corrections, Oregon State Police, the Department of Justice, and the Oregon District Attorneys Association in the process.

\* **Citizens:** Citizens: KPMs are posted on the Commission website

**2 MANAGING FOR RESULTS**

No changes were made during the past year.

**3 STAFF TRAINING**

None, CJC has a small staff and each member participated in developing the new standards for the 07 09 biennium. This process trained them in performance standards.

**4 COMMUNICATING RESULTS**

\* **Staff:** Staff: All staff and the Commission have been notified of the results of the past year

\* **Elected Officials:** Elected Officials: The Legislative Fiscal Office was notified of the results

\* **Stakeholders:** Stakeholders: all groups listed in #1 above have been apprised of our process.

	* <b>Citizens:</b> Citizens: results will be posted on the CJC website.
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