



# 2018 Board of Pardons & Parole Strategic Plan

## Executive Summary

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As recommended by the 2016 Legislative Audit, the Board has created a strategic plan to be implemented in FY18. The Board has thoughtfully produced this plan with the input of all employees in the agency. The Board's strategic plan is collaboration between the Board, the National Institute of Corrections, and the National Parole Resource Center.

**OUR MISSION:** The Board of Pardons and Parole's mission is to provide reasoned and balanced release, supervision, and clemency decisions that address community safety; victim needs; and offender accountability, risk reduction, and reintegration.

### Mission

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### Vision

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The Board of Pardons and Parole's vision is to be a leading authority dedicated to:

- Making informed and just release, revocation, and clemency decisions
- Improving community safety by holding offenders accountable
- Ensuring crime victims the opportunity to participate in the Board's process
- Encouraging successful offender re-entry through constructive release conditions
- Fostering productive relationships with all stakeholders
- Continuously striving to meet advancing standards of excellence

### Value Statement

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We value and RESPECT all individuals

We aspire to be FAIR, BALANCED, and COMPASSIONATE

We strive for EXCELLENCE, TRANSPARENCY, and INNOVATION

We SERVE our community and COLLABORATE with PROFESSIONALISM and INTEGRITY

## Goals

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- 1) Quality and equitable decision-making processes.
- 2) Maximum organizational effectiveness and capacity.
- 3) Optimal transparency and collaboration.

## Objectives

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The Board has implemented the National Parole Resource Center's ten best practices in to its strategic plan as a guide for the agency to align individual performance measurements.

- 1) Use good, empirically-based actuarial tools to assess risk and criminogenic needs of offenders.
- 2) Develop and use clear, evidence-based, policy-driven decision-making tools, policies, and guidelines that reflect the full range of a paroling authority's concerns (e.g., punishment, victim issues, community safety, etc.).
- 3) Maintain meaningful partnerships with institutional corrections and community supervision (and others) to encourage a seamless transition process and the availability of sound, evidence-based programs.
- 4) Use their influence and leverage to target institutional and community resources to mid and high risk offenders to address their criminogenic needs.
- 5) Consider for release at the earliest stage possible—in light of statutes and other sentencing interests—offenders assessed as low risk.
- 6) Use the parole interview/hearing/review process as an opportunity to—among other goals—enhance offender motivation to change.
- 7) Fashion condition setting policy to minimize requirements on low risk offenders, and target conditions to criminogenic needs of medium and high risk offenders.
- 8) Develop policy-driven, evidence-informed responses to parole violations that incorporate considerations of risk, criminogenic need and severity, assure even-handed treatment of violators, and utilize resources wisely.
- 9) Develop and strengthen case-level decision making skills/capacities in these areas.
- 10) Develop and strengthen agency level policy making, strategic management and performance measurement skills/capacities.

## Employee Performance Goals

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All Board employees created goals appropriate to one of the ten best practices in the objectives section of the strategic plan, which will be monitored and tracked on the State of Utah's Department of Human Resource Management performance evaluation tool.

